



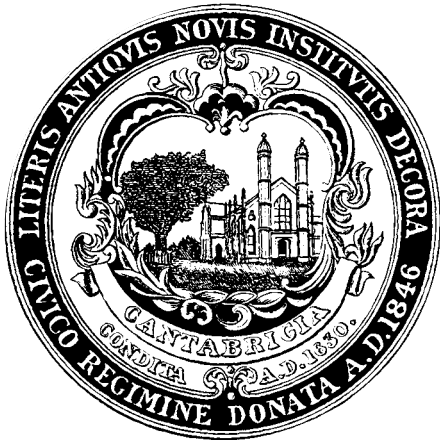
Energy & Environment



CAMBRIDGE ENERGY ALLIANCE
Climate *Action* SUSTAINABILITY

City of Cambridge

Annual Report
2006/2007



About Cambridge

With over 100,000 people located within a 6.5 square mile area, Cambridge is a unique community with a strong mix of cultural, demographic and social diversity, intellectual vitality and technological innovation. Located just across the Charles River from Boston, Cambridge is home to world-renowned educational institutions, Harvard University and Massachusetts Institute of Technology (MIT), as well as to numerous high-tech and bio-tech companies. Cambridge has developed into an international community with more than one in five residents being foreign born. Students from over 64 nations attend Cambridge public schools, and their families speak over 46 different languages.

Front Cover:

Though many consider climate change a global topic, it is also very much a local issue and much of the action to reduce emissions that cause climate change needs to happen on the local level.

The City of Cambridge has been working on climate change issues for some time. Additionally, the Cambridge City Council has adopted policies that support climate change initiatives and better position the City as a leader in this arena.

In March 2007, the City launched the Cambridge Energy Alliance (CEA), a massive energy efficiency initiative, in collaboration with the Cambridge Health Alliance and the Henry P. Kendall Foundation. For more information on the City's climate protection efforts, visit www.cambridgema.gov/climate.

City Manager's Message



Photo: nortonphotography.com

To the Honorable, the City Council, and the residents and taxpayers of Cambridge:

On behalf of the City of Cambridge and its employees, I am pleased to present you with the fiscal year 2006-2007 Annual Report.

Cambridge has made significant progress this past year in supporting the City Council's community goals. With continued strong financial standing, the City has met the demands of increased responsibility in the area of homeland security, advanced its affordable housing and public construction initiatives and continued to provide the highest quality municipal services possible. The 2006 Citizen Survey revealed that 86% of respondents indicated that Cambridge was an excellent or good place to live.

Cambridge retained its status as one of approximately 20 cities nationwide to earn AAA ratings from all three major credit rating agencies, in recognition of its continued sound fiscal condition and management. These ratings enable the City to finance capital projects at lower interest rates, ultimately providing significant savings to taxpayers.

In FY07, the City appropriated a combined total of \$12.5 million in local receipts, state matching funds and fund balances, under provisions of the Community Preservation Act (CPA), for expenditure on affordable housing, historic preservation and open space projects. Since adopting the CPA in 2002, the City has appropriated/reserved a total of \$59.6 million, of which approximately \$25 million was in state matching funds. We anticipate receiving a similar level of CPA state matching funds in FY08 as was received in FY07.

The City is nearing completion on both the new William G. Maher Park and the enhanced and expanded park at 238 Broadway. Substantial progress has been made on the Harvard Square and Lafayette Square roadway and sidewalk enhancement projects.

Contracts were signed for construction of the new public safety facility, the West Cambridge Youth and Community Center/VFW and the War Memorial renovation project. Construction on all of these projects, and on the Main Library, is well under way.

In the past two fiscal years, we have been able to produce budgets which have reflected a 0% and 3.96% increase in the property tax levy. For FY07, this resulted in approximately 65% of residential taxpayers receiving a property tax bill that was lower, the same as, or only slightly higher (less than \$100) than the previous year.

In May 2007, the City Council approved the FY08 operating budget of \$412,274,625, a capital budget of \$20,048,660, and the five-year capital plan. The budget calls for only a 5.75% increase in the property tax levy, though it may be less than 5% by the fall, when the City Council votes on the City Manager's property tax and classification recommendations. The capital budget will support a variety of technology, public safety, building, school, roadway, water and sewer, street and open space construction projects.

The City continued its efforts on a range of "green" initiatives, including its first in the nation launch of a massive energy efficiency initiative under the umbrella of the Cambridge Energy Alliance (CEA), in conjunction with the Cambridge Health Alliance and the Henry P. Kendall Foundation. This multi-year effort to reduce energy consumption citywide, through upgrades to building systems in every type of building in the city, will be financed through a grant from the Kendall Foundation and through savings achieved by the energy upgrades. This effort will reduce the City's "carbon footprint" and will be a model for nationwide efforts that will learn from the CEA model. Cambridge continues to seek community participation in the City's Climate Protection Plan by encouraging energy efficiency, use of renewable resources, recycling and use of alternative transportation modes.

The City was honored to receive two awards this year that demonstrate its commitment to providing high quality public services. America's Promise Alliance again selected Cambridge as one of the 100 Best Communities for Young People. Additionally, the Environmental Protection Agency awarded its Environmental Merit Award to the City's Climate Protection Team for its outstanding efforts in preserving New England's environment. In addition, the Commonwealth awarded Cambridge the Municipal Environmental Purchasing and Sustainability Award, recognizing Cambridge's efforts in implementing the Climate Protection Plan.

I urge you to read further to learn more about our City departments and their exceptional work, ensuring that Cambridge continues to be a great place to live, work and visit.

Very truly yours,


Robert W. Healy
City Manager

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City Departments

Cambridge City Hall

795 Massachusetts Avenue
Cambridge, MA 02139 *
617.349.4000 • TTY 617.349.4242 **

* Address for all departments in City Hall

** TTY Number for all departments in City Hall

Affirmative Action

Duane Brown, Director
City Hall, 617.349.4331

Animal Commission

Mark McCabe, Director
344 Broadway • Cambridge, MA 02139
617.349.4376 • TTY 617.349.4621

Arts Council

Jason Weeks, Director
344 Broadway • Cambridge, MA 02139
617.349.4380 • TTY 617.349.4621

Assessing

Robert P. Reardon, Director
City Hall, 617.349.4343

Auditing

James Monagle, Auditor
City Hall, 617.349.4240

Budget

David Kale, Director/Deputy Finance Director
City Hall, 617.349.4270

CITY TV-8

Calvin Lindsay Jr., Director
454 Broadway • Cambridge, MA 02138
617.349.4296 • TTY 617.349.4421

City Clerk

D. Margaret Drury, City Clerk
City Hall, 617.349.4260

City Council

Sandra Albano, Asst. to the City Council
City Hall, 617.349.4280

City Manager's Office

Robert W. Healy, City Manager
Richard C. Rossi, Deputy City Manager
City Hall, 617.349.4300

Community Development

Beth Rubenstein, Asst. City Manager
for Community Development
344 Broadway • Cambridge, MA 02139
617.349.4600 • TTY 617.349.4621

Commission for Persons With Disabilities

Michael Muehe, Director
51 Inman Street • Cambridge, MA 02139
617.349.4692 • TTY 617.492.0235

Conservation Commission

Jennifer Wright, Director
344 Broadway • Cambridge, MA 02139
617.349.4680 • TTY 617.349.4621

Consumers' Council

Paul Schlaver, Director
831 Mass. Avenue • Cambridge, MA 02139
617.349.6150 • TTY 617.349.6112

Election Commission

Marsha Weinerman, Director
51 Inman Street • Cambridge, MA 02139
617.349.4361 • TTY 617.492.0235

Electrical

George Fernandes, City Electrician
250 Fresh Pond Pkwy. • Cambridge, MA 02138
617.349.4925 • TTY 617.492.0235

Emergency Communications

George Fosque, Director
489 Broadway • Cambridge, MA 02138
617.349.6911 • TTY 617.499.9924

Emergency Management

David O'Connor, Director
147 Hampshire St. • Cambridge, MA 02139
617.349.4842 • TTY 617.349.4805

Finance

Louis DePasquale,
Asst. City Manager for Fiscal Affairs
City Hall, 617.349.4220

Fire

Gerald Reardon, Fire Chief
491 Broadway • Cambridge, MA 02138
617.349.4900 • TTY 617.499.9924

Historical Commission

Charles M. Sullivan, Executive Director
831 Mass. Avenue • Cambridge, MA 02139
617.349.4683 • TTY 617.349.6112

Human Rights Commission

Quoc Tran, Director
51 Inman Street • Cambridge, MA 02139
617.349.4396 • TTY 617.492.0235

Human Services

Ellen Semonoff, Asst. City Manager for
Human Services
51 Inman Street • Cambridge, MA 02139
617.349.6200 • TTY 617.492.0235

Information Technology (IT)

Mary Hart, Chief Information Officer
831 Mass. Avenue • Cambridge, MA 02139
617.349.4140 • TTY 617.349.4421

Inspectional Services

Ranjit Singanayagam, Commissioner
831 Mass. Avenue • Cambridge, MA 02139
617.349.6100 • TTY 617.349.6112

Law

Donald A. Drisdell, City Solicitor
City Hall, 617.349.4121

Library

Susan Flannery, Director
359 Broadway • Cambridge, MA 02139
617.349.4040 • TTY 617.349.4421

License Commission

Richard V. Scali, Chair
831 Mass. Avenue • Cambridge, MA 02139
617.349.6140 • TTY 617.349.6112

Mayor's Office

Kenneth E. Reeves, Mayor
City Hall, 617.349.4321

Peace Commission

Catherine Hoffman, Director
51 Inman Street • Cambridge, MA 02139
617.349.4694 • TTY 617.492.0235

Personnel

Michael Gardner, Director
City Hall, 617.349.4332

Police

Robert C. Haas, Commissioner
5 Western Avenue • Cambridge, MA 02139
617.349.3300 • TTY 617.499.9924

Police Review & Advisory Board

Quoc Tran, Director
51 Inman Street • Cambridge, MA 02139
617.349.6155 • TTY 617.492.0235

Public Health

Claude-Alix Jacob, MPH
Chief Public Health Officer
119 Windsor St. • Cambridge, MA 02139
617.665.3800

Public Works

Lisa Peterson, Commissioner
147 Hampshire St. • Cambridge, MA 02139
617.349.4800 • TTY 617.349.4805

Purchasing

Cynthia Griffin, Purchasing Agent
City Hall, 617.349.4310

School

Dr. Thomas Fowler-Finn, Superintendent
159 Thorndike St. • Cambridge, MA 02141
617.349.6400 • TTY 617.492.0235

Traffic, Parking and Transportation

Susan Clippinger, Director
344 Broadway • Cambridge, MA 02139
617.349.4700 • TTY 617.349.4621

Veterans' Services

Robert Stevens, Director
51 Inman Street • Cambridge, MA 02139
617.349.4761 • TTY 617.492.0235

Water

Sam Corda, Managing Director
250 Fresh Pond Pkwy. • Cambridge, MA 02138
617.349.4770 • TTY 617.492.0235

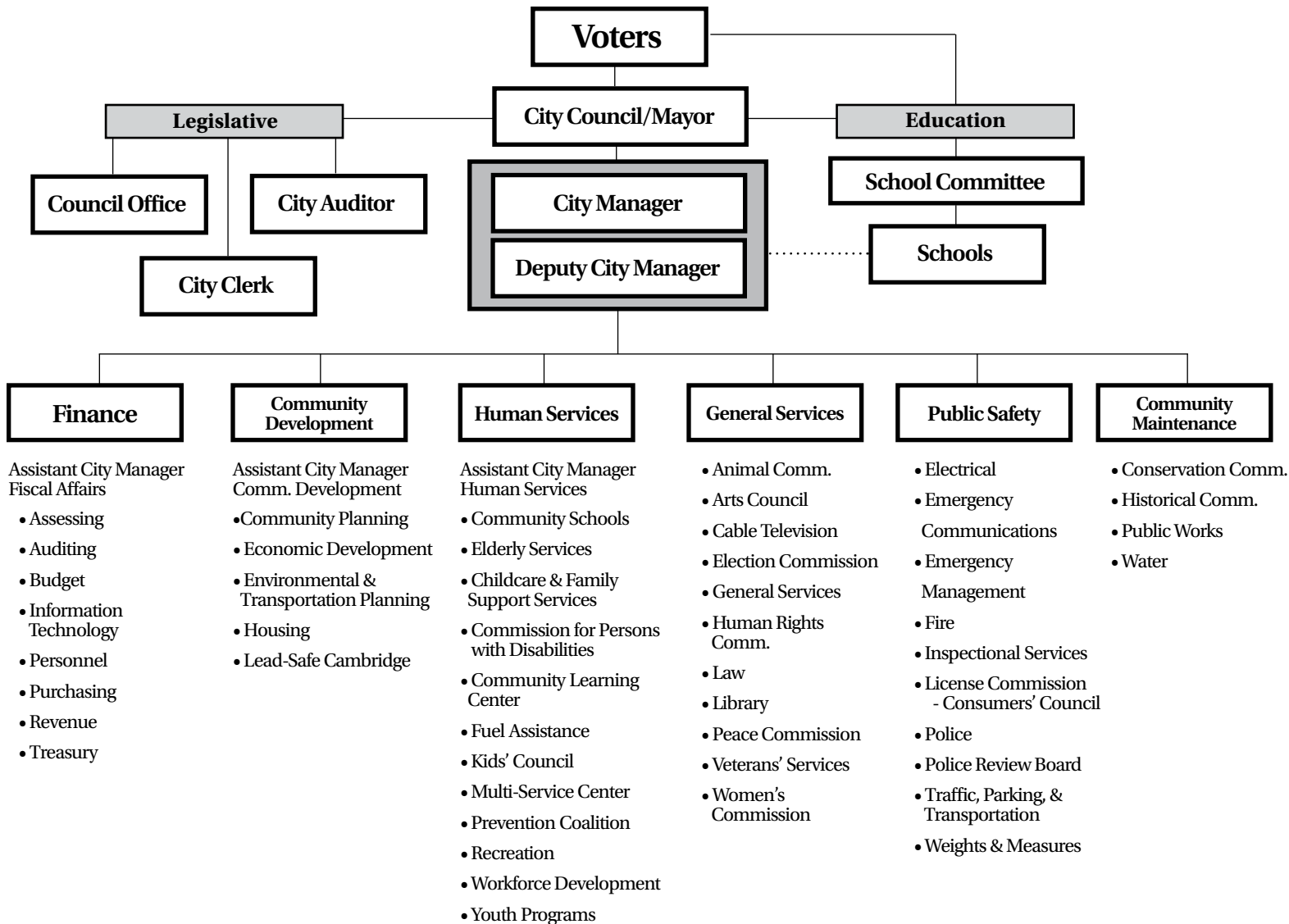
Weights & Measures

James Cassidy, Jr., Sealer
831 Mass. Avenue • Cambridge, MA 02139
617.349.6133 • TTY 617.349.6112

Women's Commission

Kimberly Sansoucy, Director
51 Inman Street • Cambridge, MA 02139
617.349.4697 • TTY 617.492.0235

Organizational Chart



Pictured (l to r): Assistant City Manager for Community Development Beth Rubenstein, Assistant City Manager for Fiscal Affairs Louis DePasquale and Assistant City Manager for Human Services Ellen Semonoff.

Cambridge At A Glance

Land Area:

6.43 Square Miles

County:

Middlesex

Population:

101,355 (2000, US Census)

Population Density:

15,763 Persons per square mile
(2000, CDD)

Person(s) Per Household:

2.03 Persons (2000, US Census)

Median Age:

30.4 Years (2000, US Census)

**Lived in Cambridge
Five Years Ago:**

50.7% (2000, US census)

Foreign Born:

25.9% (2000, US Census)

**Home Language other
than English:**

31.2% (2000, US Census)

**Common Languages other
than English:**

Spanish, French/French Creole,
Chinese, Portuguese, Indic languages
(including Hindi, Gujarati,
and Urdu) and Korean.
(2000, US Census)

Racial Diversity:

68% White
12% Black
12% Asian
3% Other
5% Two or More Races
(2000, US Census)

Hispanic Diversity:

7% of Residents w/Hispanic
Background (2000, US Census)

Adult Educational Attainment:

65.1% College or Graduate Degree
12.2% Some College
12.2% High School Diploma
10.5% No High School Diploma
(2000, US Census)

College & Graduate Students:

32,065 - Enrolled in Degree Program
(includes non-residents)
(2006, CDD)

Poverty Status:

8.7% of families
12.9% of Individuals
(2000, US Census)

Registered Vehicles:

55,617 (2007, Mass. Registry of
Motor Vehicles)

Housing Units:

44,686 (2005, CDD)

Owner Occupied Housing:

30 % (2005, CDD)

Median Housing Sales Price:

\$795,000 Single Family
\$687,000 Two Family
\$420,000 Condominium
(2006, CDD)

Typical Rental Price:

\$1,800 One Bedroom,
\$2,250 Two Bedroom,
\$2,300 Three Bedroom
(2007, CDD)

Median Household Income:

\$47,979 (2000, US Census)

Jobs:

106,056
(3rd Quarter, 2006, Mass. Division of
Employment & Training)

Average Annual Wage:

\$65,713
(3rd Quarter, 2006, Mass. Division of
Unemployment Assistance)

Resident Unemployment Rate:

2.8 %
(April 2007, Mass. Division of
Unemployment Assistance)

Major Employment Sectors:

Education, Professional & Technical
Services, Health Care & Social
Assistance, Accommodation & Food
Services, Retail Trade
(April 2006, Mass. Division of
Unemployment Assistance)

Property Tax Rate:

Residential \$7.38
Commercial \$18.30
(per \$1,000 of assessed value)

Government:

Plan E Form of Government
(City Council/City Manager)

Annual Operating Budget:

\$412 million
(FY 08 - starting July 1, 2007)

Public Schools:

12 elementary schools, 1 high school

Private Schools:

11, plus 2 charters, numerous
pre-schools and special education

Higher Education:

Harvard University, Massachusetts
Institute of Technology, Lesley
University, Cambridge College,
Episcopal Divinity School

Libraries:

Main Library and 6 branches

Post Offices:

Central Square, Kendall Square,
Harvard Square, Inman Square,
Porter Square

Hospitals:

Cambridge Hospital, Mount
Auburn Hospital, Youville Hospital

Fire Protection:

8 fire stations, 268 sworn firefighters,
8 civilians

Police Protection:

1 police station, 272 sworn officers,
37 civilians

Public Golf Courses:

1 (Fresh Pond)

Public Transportation:

MBTA (subway & buses) and commuter
rail

Closest Airport:

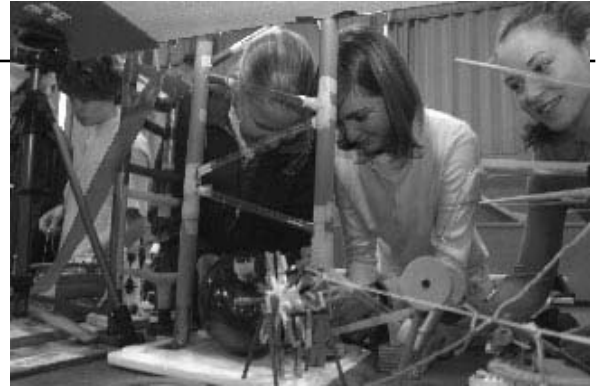
Logan Airport (Boston)

** The acronym CDD stands for the City's
Community Development Department.*

Year in Review

Cambridge Science Festival

Thousands of Cambridge families had a chance to get up close and personal with the wonderful world of science during the first-ever Cambridge Science Festival presented by the MIT Museum. The 9-day festival in April 2007 included over 150 events for kids, teens and adults including a science carnival, interactive kid-friendly exhibitions, plays, concerts, poetry readings, lectures, demonstrations, workshops and walking tours.



Bio2007

Over the past decade, Biotechnology has emerged as a most important focus in our business community, and Cambridge has grown with it as a major mecca for the bio industry. The City sponsored a booth at the International Bio 2007 Conference held in May 2007 in Boston in order to maintain a high profile presence and inform potential new companies about the incredible access to our unmatched pool of talent and a wealth of institutional resources. The City also launched a new Web site, full of helpful resources for the industry, at www.cambridgebiotech.org.



Cambridge Energy Alliance

In March 2007, City officials, in collaboration with the Henry P. Kendall Foundation, and with the ringing endorsement of state and business leaders including Massachusetts Governor Deval Patrick, launched the Cambridge Energy Alliance. This new non-profit will leverage both public utility funding and private investment to provide \$100 million in low interest loans over the next five years to property owners and tenants for energy efficiency and renewable energy measures in existing buildings.



Affirmative Action

Duane Brown, Director • City Hall • 617.349.4331

A part of the Executive Department, the Affirmative Action Office assists the City in achieving workforce parity. The goal is to reflect at all levels, and in all types of positions, the race, sex, disability or other protected status of the labor markets from which employees are drawn. It provides prompt, fair and impartial processing of complaints of discrimination and provides counseling as needed in an effort to mediate interpersonal disputes or conflicts with Equal Employment Opportunity implications.

The Affirmative Action Director assists department heads in setting and achieving affirmative action goals, specifically in recruiting, hiring, promoting and retaining qualified employees. The director also reviews and signs off on all employment transactions; submits reports to the Massachusetts Commission Against Discrimination (MCAD); and prepares biannual reports for the Equal Employment Opportunity Commission (EEOC).

The Affirmative Action Office monitors City funded construction contracts in excess of \$50,000 to ensure that Contractors comply with the requirements outlined in the Cambridge Responsible Employer Plan.

Highlights and Accomplishments

- Assisted departments with affirmative action hiring goals based on census figures and local labor market statistics.
- Monitored recruitment and hiring process for official/administrator and professional (01 and 02) positions.
- Worked closely with the City Manager's Affirmative Action Advisory Committee, (AAAC).
- Co-facilitated training programs on "Valuing Differences" and "Preventing Harassment for Managers."
- Collaborated with the State Human Resources Division, Cambridge Police, Personnel and the Human Services Departments to promote the Municipal Police Officer examination, launching recruitment campaigns targeting under-represented, protected status groups. Assisted the Police Department in preparing Cambridge applicants for the exam.
- The Affirmative Action Officer continued attendance at diversity-focused job fairs for recruitment of City employees.

Animal Commission

Mark McCabe, Director • 344 Broadway, Cambridge • 617.349.4376

The Cambridge Animal Commission was established by Ordinance in 1979 to provide and facilitate programs for animal control and welfare in the city. The Commission maintains and promotes Cambridge as a safe environment for people, pets and other animals, through an educational and enforcement approach. The Commission also utilizes its resources to encourage responsible pet ownership, ensure public safety around domestic or wild animals and manage the diverse population of wildlife that co-exists in the city.

Highlights and Accomplishments

- Licensed 2,200 dogs; picked up 75 stray dogs (89% returned to owner, 9% adopted); issued over 200 animal quarantines and 150 citations for violations of the Animal Control Ordinance.
- Responded to over 3,600 calls regarding pet behavior problems, cruelty to animals, barking or loose dogs, injured animals, wildlife related problems, feral/stray cat problems, etc.
- Conducted presentations on responsible pet ownership, dog bite prevention and local wildlife for pre-schools, elementary schools, postal workers, youth camps and community groups.
- Transported 140 animals (birds, cats, dogs, raccoons, opossums, skunks, bats and other wildlife) to the Massachusetts Society for the Prevention of Cruelty to Animals and the Animal Rescue league for medical attention, placement or humane euthanasia.
- Participated in the statewide Rabies Vaccination Day in April, offering low cost rabies vaccinations to over 98 dogs and a low cost micro-chipping service to 23 dogs. Continued to provide access for low cost spay/neuter services from Friends of Animals organization; and maintained an Emergency Relief Fund for stray animals that needed medical attention.
- Working in collaboration with the Cambridge Fire Department sponsored the Animal Rescue League's "Spay Wagon" at the East Cambridge Fire Station, offering on site low cost spay and neuter for cats and dogs.
- Worked with the Water Department's Chief Park Ranger to sponsor the Annual License Day at Fresh Pond Reservation.
- Maintained representation of the Animal Control Officers Association of Massachusetts on the State Legislative/Regulatory Subcommittee working to establish more uniform standards in state laws pertaining to dogs.
- Continued participating on the Cambridge Local Emergency Planning Committee to prepare for handling animals in a disaster. Distributed over 2,500 "Emergency Preparedness for you and your pet" pamphlets in the yearly licensing drive.
- Made advances working with a City task force to discuss the feasibility for off leash dog areas in all four quadrants of the city.

Arts Council

Jason Weeks, Director • 344 Broadway, Cambridge • 617.349.4380

The Cambridge Arts Council (CAC) exists to ensure that the arts play an active and engaging role in the daily lives of people living, working and visiting Cambridge. CAC accomplishes this goal by stimulating public awareness and support for the arts, producing events that celebrate the City's diverse cultural heritage, displaying art in public places, convening conferences and symposia to promote the arts, designing arts education initiatives, producing high quality arts programming and developing artistic collaborations and other opportunities to improve the overall aesthetic experience for residents and visitors of Cambridge.

Highlights and Accomplishments

- Recruited and hired a Director of Marketing & Public Relations to review and consolidate departmental marketing strategies as a way to further expand communication and awareness of the programs and services offered by the Arts Council to the public. Initiatives in this first year included working with Blue Note Technology to improve and enhance the CAC Web site and database technology and participating in a pilot program offered through Common Impact to develop a cohesive and strategic marketing plan and collateral. In addition, the Marketing Director developed a new digital newsletter, expanded the size and outreach potential of agency contact lists, developed joint programming on the arts with City TV-8 and provided marketing support and expertise to Arts Council Grant Program recipients, individual artists and arts organizations in Cambridge as a way to generate heightened media attention and expand audience for activities and events.
- Received funding from the Massachusetts Cultural Council to create a Public Art Youth Council (PAYC) consisting of high school students representing the City's 13 diverse geographic areas. PAYC members served as ambassadors for public art to their friends and colleagues and worked under the guidance of the Arts Council's Public Art Program staff to develop events and programs that provided a greater level of knowledge and understanding of the role of public art and the process through which it is created. This youth council reversed the more common process where adults develop programming for teen audiences by allowing the students themselves to develop initiatives that promote the City's Public Art collection and community engagement.
- Served as collaborator and/or sponsor for citywide arts events and initiatives including the Cambridgeport Artists Open Studios (CAOS), the North Cambridge Artists Open Studios (NoCA), "Joyful Noise - A celebration of the Life & Work of Dr. Martin Luther King, Jr." produced by the Cambridge Multicultural Arts Center; the Boston Dragon Boat Festival, and the "DIYDS National Youth Video and Film Festival." In addition to these collaborations, CAC partnered with the Arts & Business Council of Greater Boston, the Cambridge Community Foundation, Patron Technologies and the Artists' Foundation to engage and educate artists and leaders in the local arts community on a variety of issues pertaining to arts education, funding, healthcare, marketing and new technologies.

COMMUNITY ARTS PROGRAM HIGHLIGHTS

- The 28th *Cambridge River Festival* took place on Saturday, June 16, 2007 with a focus on community involvement. Brainstorming meetings to solicit creative ideas and recruit active volunteers and artists began in December 2006. The festival, themed, Twist & Shout, included three music stages, interactive art-making activities, roving performers, "Moving Art" temporary public art installations



Cambridge River Festival attendees try on giant puppets from the Puppeteers Cooperative and join the parade. Photo: Ed Hatfield

by local artists and an arts & crafts fair featuring local and international artworks. CAC again strived to include as many local artists and vendors as possible for participation in the Festival as a way to showcase their work to the broader community and provide significant opportunities for artist employment.

- Produced the 15th season of *Summer in the City* from late June through mid August 2006. The citywide series targets youth ages 4 to 11 and offers free, professional, educational and artistic performances in parks and public spaces throughout the city. In 2006, *Summer in the City* attracted approximately 2,500 audience members over the course of an 8-week period. Performances included: Behind the Mask Theater, presenting excerpts from *The Woman Who Outshone the Sun*, Origination's Imani, Jr., featuring youth dancers performing African, modern, ballet and hip-hop dance forms, the Gerwick Puppets presenting excerpts from Aesop's Fables, and Dance Revelasian with an exploration of Chinese culture through dance. Promotional efforts include a mailing to every household with children in the Cambridge elementary schools and an attractive brochure designed by students from the Art Institute of Boston at Lesley University.
- With funding from the Massachusetts Cultural Council and the City, the Arts Council distributed \$50,000 in funding through the CAC Grant Program to support arts initiatives that have a direct benefit to Cambridge citizens and the cultural life of the city. CAC awarded 25 grants to individual artists and cultural organizations in the areas of Creating & Presenting, Education & Access and provided PASS grants to local school children to provide low cost opportunities for youth to attend professional artistic events in Cambridge and Boston. Examples of funded projects include: Cambridge Community Television (CCTV), creating an Internet-based video map of Cambridge; The Community Arts Center, working with the Margaret Fuller House and the Boys & Girls Club of Cambridge to create a documentary entitled "Four Eyes: A Neighborhood Documentary through the Eyes of School Age Children" about proposed solutions to problems in the Area IV neighborhood; and the Cantata Singers, re-creating the spirit of Bach's informal concerts at Zimmerman's Coffee House in Leipzig, Germany by performing *The Coffee Cantata* in four Cambridge-based, independent coffeehouses.
- The 9th Annual Grant Awards Celebration at Cambridge City Hall in March included information displays by recipients and a public

reception. Following a short modern dance performance by grant recipient Caitlin Corbett, the reception provided an opportunity for recipients to promote their work, network with other recipients, City and state arts and elected officials, and provide educational materials on their work and activities.

- Issued more than 325 street performer permits in accordance with an official City ordinance that allows street performers and buskers the opportunity to perform in and enliven City squares, parks and open spaces. In addition to providing permits, the Arts Council also hired three part-time employees to monitor performer activity and provide a fair balance between the needs and concerns of performers, local businesses and residents in the city.

PUBLIC ART PROGRAM HIGHLIGHTS

Completed Projects

- **Porter Square Plaza:** Toshihiro Katayama created a bold design for the large plaza at Porter Square, giving a large sweep of urban space a visual identity. Picking up motifs from the busy intersection that serves as a major transportation hub and retail destination, Katayama integrated black and white graphics for the paver design and accompanying walls. Boulders quarried from Cape Ann granite accent the plaza and provide additional seating and borders for the plaza. Other design elements include natural stonewalls, trees and shrubs that introduce natural elements into the urban landscape.
- **Russell Field:** Taylor Davis completed the design and installation of a sculptural bus shelter for Russell Field in North Cambridge. Comprised of rose-colored glass and a handcrafted wooden bench, the functional shelter is reminiscent of a baseball dugout and provides shelter for bus-riders and an artistic element for the entrance to the newly renovated recreational park.
- **Yerxa Road:** Randal Thurston designed sculptural elements for the long ramps that flank the tunnel under the Fitchburg MBCR Commuter Railroad tracks in west Cambridge. Multiple steel silhouette cutouts of birds in flight and tree branches were mounted on the concrete ramp walls and portals. Inside the tunnel, the artist continued the design using motifs of flora and fauna, moths and butterflies sandblasted on the ceramic wall tiles and dyed for additional accent.
- **Vassal Lane Traffic Calming:** At the intersection of Vassal Lane, Reservoir Street and Walden Street in West Cambridge, the City responded to neighborhood requests for traffic calming measures by commissioning long-time Cambridge artist Wen-ti Tsen to paint



The Public Art Youth Council (PAYC) visits Tory Fair's exhibition "Ready, Set, Bloom" at CAC Gallery. Photo credit: Kaity Macy

a mural directly onto the street. The artwork design, chosen by residents of the neighborhood, was completed in July and was heralded nationally in the New York Times Magazine and other publications as a model experiment in utilizing street murals to increase braking and slow motorists at the intersection.

- **Gore Street Park:** Focusing on the activities and use enjoyed daily by residents in Gold Star Mothers' Park on Gore Street in East Cambridge, local artist Robert Schelling cast seven bronze relief sculptures for installation at three of the gateways leading into the park. Schelling's abstracted motifs mark the experience of leaving the urban complexity of the neighborhood and entering a park that invites play, rest, and recreation.

Ongoing Projects

- **Harvard Square:** Jody Pinto continues to work with the City and private property owners on her design for Palmer Street in Harvard Square. Her artistic plan for "New Palmer" envisions a shared space for active street life and urban theater. The project provides an opportunity for private property owners and the City to enter into a partnership with the common goal of creating a cohesive and engaging space for shops, restaurants, cultural events, diverse pedestrian activity, and evening and nighttime activity.
- **Robert W. Healy Public Safety Facility:** MIT artist Krzysztof Wodiczko was commissioned to create public art for the new police headquarters and public safety facility. Wodiczko worked with the Police Department and the Department of Emergency Communications to consider opportunities for public art. Wodiczko's art will use the architecture of the building and lighting to create a visual statement about the role and work of the police, emergency communications personnel and the public in providing public safety in the city.
- **West Cambridge Youth & Community Center:** Artist Michael Oatman was commissioned to integrate public art into this new facility in West Cambridge. Oatman has developed a concept that includes a sculptural Disc Jockey training station, a performance platform and a DJ-in-residence program.
- **Main Library Expansion:** Liam Gillick continued to develop his design of a public artwork at the entrance to the underground parking garage that will serve the renovated and expanded main branch of the Cambridge Public Library.
- **Women's Memorial Project:** Ellen Driscoll's artwork, *Filament/Firmament*, will be executed in a two-story atrium in the heart of the new main branch of the Cambridge Public Library. Designed to commemorate the status and contribution of women to Cambridge and the broader society, the artwork consists of etched glass, zinc wall panels, woven cable, text, and textile imagery. A Web site featuring the Cambridge Womens' Heritage Project will accompany the physical work and include stories of remarkable women and their contributions to Cambridge and the broader society.
- **Danehy Park:** Mierle Laderman Ukeles began work on designing the fifth and final phase of her artwork *Turnaround Surround*, a multi-year project located at Danehy Park and focusing on the history and benefits of the remediation and transformation of what was once a clay pit and later a waste disposal site into a 55-acre active use park and public amenity.
- **Trolley Square Park:** Artist Nancy Salvage completed her design for a sculptural fence for the park at the corner of Massachusetts Avenue and Cameron Avenue.



Russell Field Bus Shelter by Taylor Davis at Rindge Ave. in North Cambridge. Photo credit: Taylor Davis

- **Lafayette Square:** Heidi Whitman continued to develop her design for a mosaic to be installed as part of the new plaza at the intersection of Massachusetts Avenue, Main Street and Columbia Street.
- **Harvard Street Park:** Artists Laura Evans, Tory Fair and Kenn Speiser completed designs for unique sculptural treatments that will transform the familiar park bench into individual artistic expressions. The benches will be located at the site of the old 238 Broadway building site, which was converted to open, green space for use by neighbors and residents.
- **Dana Park:** At the request of Cambridgeport neighbors, artist John Powell began work on a second phase of public art for Dana Park. Powell drew from the rich literary history, past and present, around the Dana Park neighborhood to inform the first phase of the design for his artwork *Dana Park Quotes* and will draw on community input from neighbors to continue the design in a second phase for the park.
- **Northeast Sector at Fresh Pond:** Organized a jury and professional artist selection process to identify an artist to integrate a public artwork that relates to the physical improvements and work being done related to watershed management at Fresh Pond.
- **Blanchard Road:** Organized a jury and professional artist selection process for the Blanchard Road Improvement project, which will address safety issues and speed factors at the area between Concord Avenue and Grove Street. The selected artist will work with City departments and the community to integrate public art into the physical improvements made at this location.
- **Brookline Street:** Organized a jury and professional artist selection process for the Brookline Street Reconstruction Project through which improvements will be made to address traffic speed, pedestrian safety and emphasize the residential character of the street.

Education & Outreach

Completed a collaboration and an in-depth archival work in partnership with the Underground Railway Theater (URT) on performances for Public Art ACTS. Supported in part by a two-year grant from the National Endowment for the Arts (NEA), CAC and URT developed theatrical performances in dialogue with public art. Performed on-site, these productions featured 20-minute presentations for neighborhood audiences at new and existing public art sites.

Developed and implemented educational workshops and events related to the City's public art collection including a citywide bicycle tour with a docent, two summer programs presented in collaboration with the Mayor's Summer Youth Employment Program, public art tours of Porter and Central Squares as part of the Cambridge Historical Collaborative and a variety of artists' talks, panel discussions and public art performances in the CAC Gallery, youth and senior centers, CPL branches, after school programs, and in various squares and open spaces in the city.

CAC Gallery

Presented six exhibitions in the CAC Gallery focusing on contemporary public artwork and the role that it plays in fostering communication and a greater understanding of the history and current activity in the city. Highlights included: Works in Architectural Space featuring the work of local artist Toshihiro Katayama focusing on his public artwork for Porter Square Plaza, *C'mon In*, *The Water's Fine*, featuring paintings by Cambridge artist Todd McKie related to his whimsical designs for a new mural at the Gold Star Mothers' Pool, *Night Garden* by Randal Thurston presenting work developed for the Yerxa Road Underpass in West Cambridge, and *Fragments* by John Powell featuring elements of his artwork created for Dana Park. The exhibition *Material Choice: Conservation Science & Public Art* was presented as part of the inaugural Cambridge Science Festival and offered opportunities to further understand the science required in the creation and maintenance of public artwork in the City collection.

Conservation & Maintenance

Commissioned Lydia Vagts, Conservator of Paintings and Barbara Mangum of Art Sculpture Conservation Services to complete professional assessments and routine maintenance of publicly sited sculptures and artistic objects continued in the City's public art collection. Additionally, the Arts Council commissioned Rika Smith McNally to serve as a consulting conservator to work with newly commissioned artists on material choices and to develop comprehensive maintenance plans for new artworks.



Presented in parks and public spaces throughout the city in July and August, Summer in the City offers a lively mix of dance, song, storytelling, theatre, and puppetry. Pictured: *Behind the Mask*. Photo: Kimberly Johnson

Assessing

Robert P. Reardon, Director • City Hall • 617.349.4343

The Assessing Department is responsible for establishing full and fair cash values for all Cambridge real estate and business personal property. These values are the means for the distribution of the City's property tax levy on a fair and equitable basis. In order to fulfill this goal, assessors must discover and list all taxable property and maintain accurate ownership and property information.

- The Department continued its full list and re-measure program for all residential and commercial properties. This re-inspection program continually updates our records with the most accurate information on the condition and physical characteristics of the real estate in the City of Cambridge. The residential property staff will continue to send out inspection request cards, following-up with telephone calls, knocking on doors and leaving reminders at the properties to call the office.
- Assessed Values are produced with a state-of-the-art CAMA (computer assisted mass appraisal) system for residential and commercial properties. This system, by Vision Appraisal Technology, has provid-

ed taxpayers with better access to data by means of public research terminals and the capabilities for an enhanced Web page developed by the IT Department. We have taken digital photographs of 99.9 percent of the residential parcels in Cambridge, which have been linked to the property record card. All taxpayers are able to obtain a single document containing all descriptive information about their property along with a sketch and photograph.

- The Board continued to improve the business personal property valuation system with additional pricing codes to represent the changes in equipment required by the diverse businesses within the City of Cambridge. The personal property software provides listing and pricing capabilities and gives the business community a computerized definition of their inventory.
- The Assessing staff will continue to provide annual taxpayer assistance workshops to answer general property valuation questions and provide forms necessary for exemptions and/or abatements.

The chart below compares FY05, FY06 and FY07 taxable value for Cambridge:

	FY05 Value(000s)	FY06 Value(000s)	FY07 Value(000s)
Existing Commercial & Industrial	\$6,660,728	\$6,874,429	\$7,146,605
New Commercial & Industrial	348,810	405,926	225,694
TOTAL COMMERCIAL & INDUSTRIAL	\$7,009,538	\$7,280,355	\$7,372,299
Existing Residential Property	\$13,672,441	\$13,671,983	\$13,796,377
New Residential Property	198,702	289,717	339,118
TOTAL RESIDENTIAL PROPERTY	\$13,871,143	\$13,961,700	\$14,135,495
Existing Personal Property	\$353,235	\$394,584	\$457,021
New Personal Property	114,084	210,259	202,320
TOTAL PERSONAL PROPERTY	\$467,319	\$604,843	\$659,341
TOTAL TAXABLE PROPERTY	\$21,348,000	\$21,846,898	\$22,167,135

Auditing

James Monagle, Auditor • City Hall • 617.349.4240

The City Auditor provides independent, timely oversight of the City's finances and operations and ensures that the City's programs are being executed legally, efficiently and effectively. Serving as a barrier to potential fraud or misuse of City resources, the Office provides financial and other information to the City Council, City Manager, City departments, the investment community, federal, state and other levels of government and to the citizens of Cambridge. The Office also provides assistance to the City Council in its review of the proposed City budget.

Highlights and Accomplishments

- Implemented the requirements of GASB Statement Number 40 disclosing deposit and investment risk.
- Conducted testing for upgrading the PeopleSoft Financial system.
- Participated in the steering committee for the Other Post Employment Benefit (OPEB) study.
- Prepared the City's annual financial statements entirely in-house including the requirements of GASB 34. This report is available on the City's Web site.
- Continued to assist the internal and external request for Accounts Payable and vendor inquiries.
- Continued to teach basic training for other departments in procedures related to PeopleSoft accounting/bill paying functions.
- Auditing staff assisted in upgrading the tax revenue system and ensured it posted correctly to the City's general ledger.
- Completed all Massachusetts Department of Revenue required reports.
- Worked with Community Development Department to maintain and monitor the financial requirements for various affordable housing programs.
- Participated in working group meetings with the Kendall Foundation on the Cambridge Energy Initiative.
- Assisted in the preparation of the City's Comprehensive Annual Financial Report (CAFR).

Budget

David Kale, Director/Deputy Finance Director • City Hall • 617.349.4270

The Budget Department oversees the City's entire operating and capital budget process. Preparation of the budget is a year-round endeavor, requiring several steps before it is presented to the City Council. Milestones in the budget process include the following:

- Create the City Manager's operating and capital budget guidelines to departments;
- Oversee quarterly updates of the City's benchmark system;
- Review proposed departmental budgets, goals and performance measures with the City Manager;
- Submit City Manager's Budget to the City Council for adoption;
- Produce the adopted, annual operating and capital budgets on a timely basis.

The Budget Office works closely with City departments to ensure that all budgetary and financial guidelines are being met in accordance with adopted policies and procedures. Staff reviews revenues and expenditures monthly and maintains a status report of expenditure balances and revenues received year-to-date by all City departments. In addition, the Budget Office prepares transfer and appropriation requests for submission to the City Council during the fiscal year.

Highlights and Accomplishments

- Monitored and balanced the FY07 Operating and Capital budgets of \$406,837,165.
- Received, for the 21st consecutive year, the Government Finance Officers Association Award for excellence in preparation of the FY07 Operating and Capital budgets.

- As part of the phased development of a new online budget system, implemented an online Narrative Development System allowing departments to edit and submit required information electronically.
- Coordinated the first refinancing of three existing General Obligation Bonds, originally issued between February 1998 and November 1999 for 20 year terms at rates ranging from 4.5% to 5.625%, to a lower interest rate, due to favorable market opportunities. The expected savings over the remaining 10 years of these issues is \$1.975 million.
- Coordinated the application process with the Massachusetts School Building Authority for its 2% loan program for two school projects.
- Coordinated the development of formal investment, debt and reserve policies approved by the City Council.
- Prepared all documents for \$32,175,000 Bond Sale for the acquisition of and renovations to buildings to be used for police headquarters and a youth center, street improvements, sewer reconstruction, public building renovations and open space improvements.
- Collaborated with the Finance, Assessing and Revenue departments to publish and mail three separate brochures which explained the City budget, property values and real estate taxes, and abatements and exemptions.
- Assisted in preparation of the following financial documents: FY2006 CAFR, FY2006 Financial Statements, Bond Rating agency presentation document, and Official Statement for February 2007 Bond Sale.

CITY TV-8

Calvin Lindsay, Jr., Director • 454 Broadway, Cambridge • 617.349.4296

CITY TV-8 is responsible for the television and audio production needs related to programming on the City of Cambridge Municipal Channel. Operating within the Cambridge broadcast footprint, the Channel provides both original and acquired programming drawn from and relating to the City of Cambridge.

CITY TV-8 strives to provide its viewers with a sense of the overall vitality that is associated with the city in the areas including, but not limited to, education, culture, arts, health and human services, and history.

Highlights and Accomplishments

- Introduced additional lighting equipment into the Media Arts Studio - "Studio A" lighting grid, allowing for individualized customization of lighting schemes for studio based programs.
- Purchased three Sony DSR 400 production cameras which give us the ability to create multi-camera, in-sync productions in the field.

- Provided the studio production team for two collaborative programs with the Center for Latin American Studies at Harvard University.
- In association with the Mayor's Office, CITY TV-8 produced a long-form program on Criminal Offender Record Information (CORI) reform.
- Redesigned the CITY TV-8 Web site.
- Continued to re-stock our acquired titles and series in order to provide City TV-8 viewers with a viable alternative for educational, artistic and cultural programming.

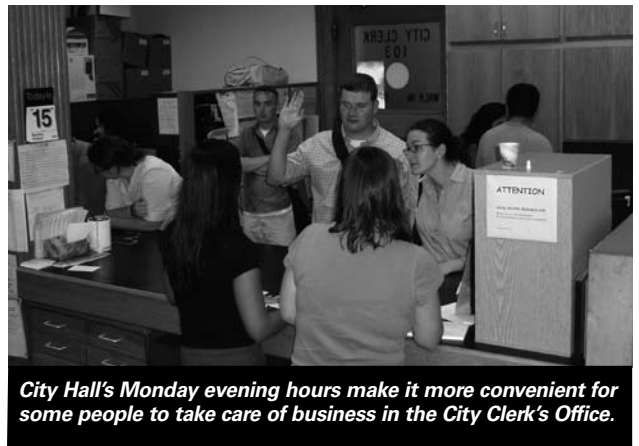
City Clerk

D. Margaret Drury, City Clerk • City Hall • 617.349.4260

As charged by statute and ordinance, the City Clerk's Office records, preserves and communicates vital information. Its responsibilities in the area of vital statistics encompass providing documents and information regarding the vital statistics of citizens' individual lives (birth and death certificates, marriage licenses).

Additionally, the City Clerk's Office accepts and records particular business filings required by statute, such as business certificates. Fishing and sporting licenses may be purchased at the Clerk's Office. The Office also offers notary services to the public.

The other major responsibility of the City Clerk is to provide the records, information and parliamentary assistance to enable the City Council to fulfill its legislative purposes and to fully inform the public regarding City Council actions. The Office prepares and distributes the agenda for each City Council meeting. The City Clerk and the Deputy City Clerk attend and record all meetings of the City Council and the City Council Committees. In addition, the City Clerk's Office keeps many of the official records of the City and responds to a variety of inquiries from the public.



Highlights and Accomplishments

- Vital Statistics (2006 calendar year):
 - Cambridge residents - births in Cambridge: 485
 - Non-residents - births in Cambridge: 2,817
 - Cambridge residents - births outside Cambridge: 639
 - Marriages recorded: 1,135
 - Deaths recorded: 1,042
- Provided staff support for 16 City Council committees, including the Government Operations and Rules Committee as it worked with the City Council to set goals and priorities for FY 08.
- Rebound record books that were in poor condition.
- Reviewed and reworked staff structure to enhance teamwork and improve customer service.
- Began assessment and planning for digitized vital record storage and issuance.
- Began work to upgrade the vital records storage vault to meet higher standard of archival preservation.

City Council

Sandra Albano, Assistant to the City Council • City Hall • 617.349.4280

The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. It authorizes public improvements and expenditures, adopts regulations and ordinances, levies taxes, controls the finances and property taxes of the City and performs many related legislative tasks.

Policy-Making/Legislation. Every two years, the City Council is elected at-large by the proportional representation electoral process. Upon organization of each new Council, the members elect a Mayor and a Vice-Mayor, with the Mayor serving as the Council's chief legislative officer. The Council organizes into committees, which have become increasingly active over the past few years, providing much of the research and legislative analysis on major policy issues before the Council.

Council Services. The City Council is served by two staff members who perform administrative duties and provide clerical support to the Councilors. The general administration of the Council budget and the purchase of all supplies and services are also included in the duties of the staff.

Governmental Relations. This allotment supports the Council's efforts to secure federal and state aid to supplement the City's funds for special projects. The City Council believes that strong personal lobbying is an effective tool in the City's campaign to maximize assistance from federal and state government. This allotment also allows the members of the City Council to attend conferences and seminars on urban policy and relevant legislative topics, and supports the professional development of the City Council staff.

Highlights and Accomplishments

- Provided staff support to the City Council in goal setting sessions and coordinated the publication of new City Council goals.
- Facilitated approximately 40 square dedication ceremonies initiated by the City Council.
- Provided staff support to the BioTech 2007 Conference held in Boston in May 2007.
- Continued to provide administrative support to the City Council as well as provide constituent services.

Goals of the City Council FY07-08

- Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers.
- Value and support the racial, socioeconomic, cultural and religious diversity of our city. Cambridge will continue to be a city that welcomes, values and respects people of all abilities.
- Provide high quality services, including excellent customer service, effectively and efficiently and continually strive to update the public on City issues and services.



FY07 Cambridge City Council. Pictured l to r: Vice Mayor Timothy J. Toomey, Jr., Michael A. Sullivan, Brian Murphy, E. Denise Simmons, Mayor Kenneth E. Reeves, Henrietta Davis, Marjorie C. Decker, Anthony D. Galluccio and Craig A. Kelley.

- Deliver high quality public safety services and maintain a high level of public confidence in these services.
- Preserve and create affordable housing for low, moderate and middle-income residents.
- Strengthen and support public education and other learning in Cambridge for the benefit of residents of all ages.
- Foster community and support neighborhood vitality. Support opportunities for citizens to know each other within their neighborhoods and across the city.
- Promote a healthy environment by adopting environmentally sound and energy efficient practices throughout the community.
- Promote the advantages of "doing business in Cambridge" and work to strengthen our mutually beneficial partnerships with businesses and universities. Highlight the unique benefits of Cambridge as a community in which to live and work; focus on transmitting the values and identity of Cambridge.

City Manager

Robert W. Healy, City Manager; Richard C. Rossi, Deputy City Manager • City Hall • 617.349.4300

The City Manager, as the Chief Executive Officer of the City, is responsible for providing leadership to and administration of all City departments and services. The Manager and his staff are responsible for the enforcement of all relevant laws and City ordinances; the appointment of department heads and members of boards and commissions; and for the submission of the Annual Budget to the City Council. The City Manager also recommends policies and programs to the City Council and implements Council decisions. The City Manager and his staff respond to citizen inquiries and complaints regarding City services and departmental policies and conduct numerous neighborhood meetings regarding community concerns.

Highlights and Accomplishments

- Cambridge retained its AAA rating status from the three major credit rating agencies, in recognition of its continued sound fiscal condition and management. These ratings enable the City to finance capital projects at lower interest rates, ultimately providing taxpayers significant savings.
- In the fall of 2006, the City received its fifth annual allocation of matching funds from the state under provisions of the Community Preservation Act (CPA), which Cambridge voters passed in 2002. The \$5.25 million in matching state funds added to the \$5.25 million from City-raised funds, has contributed significantly to the City's ongoing initiatives in the areas of affordable housing, historic preservation and open space protection.
- Creation and preservation of affordable housing remains a high priority for the City. In FY07, the City facilitated the creation of approximately 40 new units of rental and homeownership housing, continued the development of more than 60 affordable units, and completed an additional 60 affordable units. Projects included the redevelopment of the Trolley Square site into 8 homeownership and 32 rental units with retail and community space; acquisition of existing multi-family rental buildings in East Cambridge and Wellington-Harrington; construction of 13 affordable homeownership units now under way on Columbia Street; and, acquisition of a parcel on Main Street in Area IV where affordable homeownership units will be developed. These developments were financed with funds generated by the CPA and will provide much-needed affordable housing for Cambridge families with long-term affordability ensured by deed restrictions held by the City. The City also assisted 60 new homeowners who purchased homes through the First-time Homebuyer Program in FY07, and worked with private developers to create more than 70 new affordable rental and homeownership units under the Inclusionary Housing Program.
- Open Space funds provided through the CPA enabled the City to further improve and enhance the preservation and restoration of Fresh Pond Reservation lands.
- Historic preservation funds from the CPA enabled the City to continue to restore and preserve its historic public buildings and landscapes. In addition, the Historical Commission's CPA-funded Preservation Grant Program supported 7 affordable housing projects and 14 non-profit institution renovation projects in FY07.
- Continued participation, in cooperation with chief executives from neighboring communities and the Metro Mayors Coalition, in a planning process to determine areas for mutually coordinated efforts such as emergency management planning and response, including Cambridge's major role in the metro-regional emergency response preparedness drill "Operation Poseidon," energy consumption and group health insurance.

- Organized the 11th Annual Danehy Park Family Day in September 2006. Each year, over 4,000 Cambridge residents enjoy free rides and food, arts and entertainment at our award winning recycled open space facility.
- Worked with the Mayor's Office to coordinate the design development and staffing of the City's booth and high profile presence at the Bio 2007 International Conference in Boston.
- Worked with a variety of City departments and Cambridge institutions to coordinate the First Annual Cambridge Science Festival, a nine day celebration of the sciences and their impact on life in Cambridge. This very popular event, produced by the MIT Museum, included a Human Genome Trail exhibit that is located on light poles from Kendall Square, through Central Square, to Harvard Square.
- Worked closely with various City departments to plan and manage a series of events and programs aimed at showcasing the rich culture, diversity, history and public art in Cambridge. Major events included the Citywide Dance Party, Cambridge River Festival (presented by the Cambridge Arts Council), A Taste of Cambridge and multiple ethnic and neighborhood festivals and celebrations.
- Coordinated responses to myriad City Council and citizen inquiries regarding City services, events, resources and opportunities, through the Cambridge Request System (CRS).
- Supported citywide advisory committees, including Fresh Pond Advisory Board and the Open Space Committee.
- Coordinated the Outstanding City Employee Awards Program and presented awards to 14 individual recipients.

MAJOR CAPITAL PROJECTS

Robert W. Healy Public Safety Facility: Executed a construction contract with Boston Building and Bridge for the build-out of this City-owned shell building at 125 Sixth Street into a state-of-the-art public safety facility, which will include both the Police and Emergency Communications Departments. Construction is under way. As with all new projects, the City is incorporating green building technologies into the design.

West Cambridge Youth and Community Center/VFW: Executed a construction contract with Colantonio, Inc., to build a new youth and community center/VFW facility at 688 Huron Avenue. Construction is under way on the first phase of this multi-use facility.

Main Library Renovation and Expansion Project: Executed a construction contract with the partnership of Consigli and J.F. White Construction. Construction is under way. The fully renovated building will include a major addition that will preserve the historical integrity of the building and surrounding grounds, while providing increased energy efficiency through use of green building design guidelines and enhanced pedestrian and vehicular access.

War Memorial Renovation: Executed a construction contract with W.T. Rich Construction to renovate this late 1950's era building, to improve and update building systems, provide universal accessibility and to revamp the layout of the locker rooms, restrooms, classrooms and administrative offices.

Sewer Separation and Stormwater Management Projects: Sewer separation and stormwater management work continues in the Harvard Square area, with work anticipated to be completed in the fall of 2007. Similarly, work is ongoing on the stormwater management project at the Cambridge Library Expansion project at Ellery and Broadway. This is the first phase of this project, with the remainder on the surrounding streets anticipated to go to construction in two years. Design work is ongoing on common manhole removal work on the south side of Massachusetts Avenue and it is anticipated that this project will go to construction in the winter of 2007-2008. The outfall construction project to the Alewife Brook from the Fresh Pond/Concord Avenue area is designed and is now scheduled to begin in the fall of 2008. All of these projects incorporate new technologies designed to reduce flooding, eliminate sewer discharges to our rivers, eliminate/reduce back-up problems and reduce Massachusetts Water Resource Authority charges. Sewer separation is a long-term effort and commitment throughout the city that will continue for many years to come.

Roadway Reconstruction and Improvements: Roadway reconstruction on South Mass. Ave./Lafayette Square and in Harvard Square is under way. Traffic calming and roadway projects on Huron Avenue and Blanchard Road are also under construction.

William G. Maher Park and Ecological Restoration of Northeast Sector of Fresh Pond Reservation: Construction is nearing completion on the renovation of the Northeast Sector Parks, including William G. Maher Park, in Fresh Pond Reservation. The project includes a youth soccer field, community garden, constructed wetland, natural habitat area and passive recreation pathways.

Little Fresh Pond Shoreline Restoration: Construction is nearly complete on the restoration of the shoreline and reconstructed wetlands, a fully accessible beach access point and boardwalks, in conjunction with the removal of invasive species and planting of native woodland plants.

Former Mahoney's Site on Memorial Drive: Halvorsen Design was selected as Landscape Architect to design the new City park to be built at this site along the Charles River, once Harvard has completed construction of its underground garage. Harvard's general contractor, Bond Brothers, is well under way in its construction of the underground garage, the top of which will provide the platform for the City's new park. A public design process for the park is set to begin in late summer/fall of 2007.

New Park at 238 Broadway: Construction of this new park in the Area IV neighborhood is well under way, with completion anticipated in fall 2007. The design for the park includes closure of a portion of Clark Street, an expanded lawn, a new tot lot with water play features, resurfacing of existing tennis courts, improvements to the community garden and the addition of new plantings and furnishings.

Tobin Playground: Construction is under way on the upgrades to the Father Callanan Playground at the Tobin School. The tot play area has been relocated and expanded. Other improvements include new play equipment, new surfacing, fencing, benches, pathway lighting and a renovated basketball court.

Public Information Office

A part of the City Manager's staff, the Public Information Officer (PIO) serves as a liaison to the community and the media. The PIO assists City departments in promoting their programs and services, produces various City publications, develops and maintains information for the



West Cambridge Youth & Community Center/VFW: Phase I foundations are 100% complete. Phase I steel erection is under way.

City's Web site and Intranet site, and communicates City information to employees and various external audiences.

PUBLIC INFORMATION OFFICE HIGHLIGHTS

- Worked with the Bio2007 subcommittee to develop a Cambridge Biotech Web site and portal for the City's participation in Bio2007. This site will continue to serve as a helpful business resource. The Web site address is www.cambridgebiotech.org.
- Produced the fall and spring editions of *The Cambridge Life*, a biannual magazine that profiles City programs and services. *The Cambridge Life* also includes a useful City resources section and a calendar of events.
- Developed and posted City news and information on the City's Web site on a daily basis in an effort to keep content fresh and informative.
- Continued working with the IT Department to improve the overall layout of information on the City Web site to make it easier for users to navigate.
- Produced the fall/winter and spring/summer editions of the 8-pg. community newsletter, *CityView*, which was mailed to over 48,000 Cambridge households and distributed to over 2,000 City employees.
- Produced the FY06 City of Cambridge Annual Report.
- Posted information on a regular basis on the City's Intranet site, *Common Ground*.
- Produced the *PIO Update*, a weekly e-mail newsletter to City employees.
- Assisted City departments in promoting their many programs and services throughout the year.
- Provided photography support for a variety of City events during the year.
- Responded to numerous requests for City information and publications via web, E-mail and telephone.

Community Development

Beth Rubenstein, Assistant City Manager for Community Development • 344 Broadway, Cambridge • 617.349.4600

The mission of the Community Development Department (CDD) is to enhance the physical environment and quality of life for Cambridge's highly diverse population. This is accomplished by planning and managing physical change and encouraging economic growth to strengthen the City's tax base, produce new employment opportunities and provide services to residents.

The Department works toward these goals by:

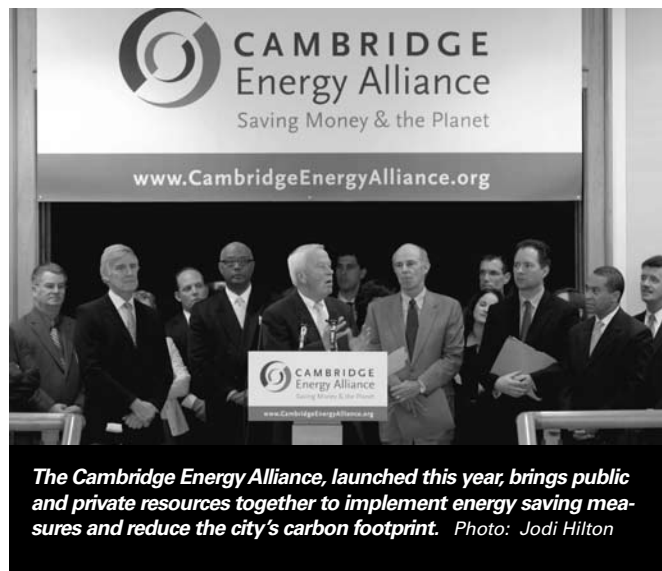
- Preserving and developing affordable housing;
- Strengthening the vitality of commercial and business districts;
- Renovating neighborhood parks and playgrounds;
- Planning transportation improvements designed to accommodate all modes of transportation;
- Managing growth to support the best long-term interests of the City;
- Implementing projects to reduce greenhouse gas emissions and pollution of the City's air, water and soil;
- Enhancing the character of each of the City's 13 neighborhoods through neighborhood-based planning;
- Supporting the removal of lead hazards from the City's housing stock.

The Community Development Department performs its work through public processes in which an array of interests and viewpoints are represented, including those of appointed boards and committees, individual citizens and community groups, non-profit organizations, private developers, the business community and other government agencies. The Department provides staff support to a number of standing committees, boards and commissions; cooperates closely with many subcommittees of the City Council; and works to advance a variety of community and neighborhood initiatives with the assistance of ad hoc advisory committees.

Each division of the Community Development Department made significant progress in advancing the City's goals and priorities in the areas of housing, community planning, economic development and environmental and transportation planning.

Highlights and Accomplishments

- As part of the City's climate protection efforts and in collaboration with the Henry P. Kendall Foundation, established the Cambridge Energy Alliance, a new non-profit that will leverage both public utility funding and private investment to provide \$100 million in low-interest loans over the next five years to property owners and tenants for energy efficiency and renewable energy measures in existing buildings.
- Completed 2007 update of Towards a Sustainable Future, the Cambridge Growth Policy Document. The document, which summarizes the City's planning goals and policies, was updated to reflect the many policy changes since 1993, including: the end of rent control and the adoption of inclusionary zoning, the citywide rezoning of 2001, maturation of the City's transportation policies and major new environmental initiatives such as the Cambridge Energy Alliance.
- Completed several important real estate transactions to expand the City's supply of affordable housing, including acquisition of the former Nightstage property on Main Street for conversion to homeownership housing, as well as properties on Marcella Street in Wellington-Harrington and Lopez Street in East Cambridge for creation of rental housing.



- Received \$25,000 in Urban Forestry Grant funds from the Massachusetts Department of Conservation and Recreation to plant 50 street trees in the Prospect Street corridor. This additional planting has beautified the street and will have positive environmental impacts by adding shade and improving air quality.
- Received the 2006 Outstanding Planning Award for Comprehensive Planning from the Massachusetts Chapter of the American Planning Association for the Concord-Alewife Plan.
- Received the first Environmental Protection Agency (EPA) Best Workplace for Commuters award given to a municipal government.
- Received an EPA Merit Award for the City's Climate Action Program.
- Trolley Square and Scouting Way housing developments received recognition for excellence in affordable green housing under the American Institute of Architects "Show You're Green" program.
- Participated in Bio2007, which attracted biotechnology companies and associated industries to Boston for the world's largest biotechnology event. Over 19,000 life sciences companies attended.

DIVISION OVERVIEWS AND HIGHLIGHTS

Housing Division

The Housing Division is responsible for developing policies and programs to increase and preserve affordable housing in the city. The Division works closely with the Cambridge Affordable Housing Trust, which oversees the majority of City funds for affordable housing programs. In FY07, the Trust was supported with a \$10 million allocation of funds under the Community Preservation Act. A total of \$69.9 million in City funds have been contributed since 1995 to create or preserve over 2,800 affordable units of housing. These resources, combined with Federal CDBG and HOME funds, are used to fund housing that is affordable to low and moderate-income households and to leverage additional funds from other public and private funding sources.

Community Development Page 2 of CDD



At Trolley Square in North Cambridge, 40 affordable rental and homeownership units, along with retail and community space and a new public park, were completed in FY07.

The Housing Division works in a variety of ways to meet the housing needs of residents. The Division works closely with local non-profit developers and the Cambridge Housing Authority to preserve and create affordable rental and homeownership units. The Housing Division also offers education, counseling and financial assistance for first-time homebuyers, and low-interest home improvement loans and technical assistance for existing homeowners through the Home Improvement Program. The City further supports affordable housing production through planning and zoning policies, which include the inclusionary and incentive zoning programs. The Housing Division ensures the long-term affordability of affordable units developed under City programs through deed restrictions on each property.

- Assisted more than 60 families in purchasing their first homes through the City's First-Time Homebuyer Financial Assistance Program, the non-profit housing development program and the City's Inclusionary Housing Program. More than 160 families have become homeowners since 2003.
- Worked with local non-profit housing organizations to create more than 40 new affordable rental and homeownership units. New projects include a 16-unit building acquired on Marcella Street in Wellington-Harrington, an 8-unit building acquired on Lopez Avenue in East Cambridge, the redevelopment of the former Nightstage property on Main Street and various scattered-site units. Plans were also advanced for the redevelopment of the former print shop on Harvard Street as 24 affordable homeownership units, while construction began at Columbia Court, a 13-unit homeownership development in Area IV, and neared completion on the 9-unit Mass. Ave VFW. Construction was completed on 40 affordable rental and homeownership units at Trolley Square, 14 homeownership units at the Gateview Condominiums and 6 affordable rental units on Howard Street in Riverside.
- Worked with private developers to create more than 70 new affordable units through the City's Inclusionary Housing Program. Units are located in neighborhoods throughout the city and include both rental and homeownership units.

- Educated more than 500 residents about homeownership and provided homebuying counseling to more than 170 individuals, increasing homeownership opportunities for Cambridge residents. In addition to the homebuyer education classes, special classes were offered on topics including post-purchase homeowner education, multi-family homeownership and credit improvement. Interpreter services are available for each class. In addition, more than 400 people received tenant/landlord mediation services through the City's collaboration with Just A Start.
- Participated in housing outreach events throughout Cambridge to provide information about the City's housing programs and services including: Danehy Park Family Day, the Cambridge Home & Energy Fair, Hoops N Health and Cambridge River Festival. Conducted 8 information sessions throughout the year to review the application process for more than 85 affordable rental and homeownership units marketed by the Housing Division, including 33 affordable mixed-income homeownership units developed for the City by Harvard University at the Switch House in Riverside.
- Assisted more than 50 households through the City's low-interest home improvement loan programs. These loan programs help make home improvements affordable to households that otherwise would be unable to address their needs and stabilize the residency of low and moderate-income homeowners in the city.

Community Planning Division

The Community Planning Division provides professional planning and design services in the areas of zoning, urban design, neighborhood planning, parks and open space, data/geographic information and graphics. This work includes conducting citywide and neighborhood planning studies, renovating and developing parks and open space, reviewing the urban design of large development projects and providing information and technical assistance to residents, property owners, developers and neighborhood groups. The Community Planning Division also works with other City departments on planning and design of municipal construction projects to ensure high quality and cost-effective results. In all of its efforts, the Community Planning Division works through inclusive community processes to ensure that projects best meet the needs of Cambridge residents.



Construction and renovation of affordable housing continued throughout the city in FY07, including 14 affordable homeownership units at Gateview Condominiums on North Mass. Ave.



The renovation of Alden Playground at the Baldwin School was completed this year.

- Worked with Planning Board and City Council to adopt zoning based on the recommendations of the Prospect Street corridor public process. The new zoning creates an overlay district which establishes the corridor as an area of special planning concern and establishes new open space and setback requirements in the business districts. New urban design guidelines address building design, site design and landscaping to improve the image of the corridor and the pedestrian experience.
- Completed neighborhood study update for Strawberry Hill. Worked with Planning Board to submit recommendation concerning rezoning a portion of the Res C-1 district to Res. B. Initiated neighborhood study update for North Cambridge neighborhood.
- Commenced Lesley University Working Group to address proposed growth of the campus in the Porter Square and Agassiz neighborhoods.
- Conducted design review of development projects citywide, including the MIT dormitory on Albany Street, the Central Square Theater on Massachusetts Avenue, Harvard Law School, 22 Water Street in North Point, 777 Memorial Drive housing and the Sloan School project at MIT.
- Completed renovations at the Gore Street Gold Star Mothers' Park in East Cambridge and Alden playground at the Baldwin School. Commenced construction of new open space at Trolley Square and renovations of the Father Callanan Playground at the Tobin School.

Economic Development Division

The Economic Development Division is responsible for a wide range of community economic development activities designed to meet the City's need for a diversified and thriving economic base. The division offers programs geared to the specific characteristics of the Cambridge economy in the following areas: supporting entrepreneurship, preserving a strong employment base, revitalizing commercial districts and promoting a dynamic business climate.

- Provided façade improvement matching grants and technical assistance to 20 Cambridge businesses. Facades completed this year included: East Coast Grill in Inman Square; Pandemonium Books

and Games, Cambridge Bicycle, Chicago Pizza, Olive Tree Café and Cheapo Records in Central Square; Karma Yoga and Curious George Bookstore in Harvard Square; Didriks Home Furnishings on Concord Avenue; and Family Orthodontics and Joe Sent Me in North Cambridge.

- As part of the Best Retail Practices Program, presented two workshops and provided individual consultations to 33 Cambridge retailers interested in merchandising, interior design upgrades, marketing and operational improvements. Provided nine matching grants of up to \$5,000 each to assist with the implementation of suggested improvements. Retailers who received grants this year include Grendel's Den and Curious George in Harvard Square, Bird by Bird and Bukowski's Tavern in Inman Square, University Florist in Central Square and Salon Impressions in North Cambridge.
- Assisted 286 small businesses and aspiring entrepreneurs through one-on-one counseling, real estate site search assistance, financial literacy training, workshops about starting and growing a business and classes on becoming a state-certified minority or women-owned business. Developed and delivered new workshops about pricing strategies for retailers and e-marketing for retailers that discussed ways to better understand, reach and retain customers.

- Supported 31 Cambridge residents enrolled in career training programs in the bio-medical, healthcare and human resource fields through three community-based nonprofits. These programs provide Cambridge residents with opportunities to prepare for entry-level jobs in the biomedical/biotechnology field and for acceptance to certification and college study programs in health care, leading to potential increases in income. In FY07, the biomedical program had a record year in job placement efforts, with 28 out of 30 students placed in industry-related positions with an average annual wage increase of \$10,000.



By participating in the City's Façade, Signage and Lighting Improvement Program, businesses throughout Cambridge have been able to upgrade their exteriors, thereby enhancing the City's commercial districts.

- Provided technical assistance to various Cambridge business associations and organizations, serving on committees and boards and providing information, poster designs and hands-on help for such activities as Holiday Central in Central Square, Shop Inman Square and Mayfair in Harvard Square.

Environmental and Transportation Planning Division

The Environmental and Transportation Planning Division plans transportation infrastructure projects with a special emphasis on pedestrian and bicycle facilities, traffic calming and transit access; implements vehicle trip reduction measures to improve safety and reduce congestion and pollution; participates in regional transportation initiatives that improve mobility; reviews development proposals

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to ensure that the city's neighborhoods are protected and appropriate mitigation measures are implemented; promotes activities that increase the availability and use of renewable energy and other practices in support of the City's Climate Protection Plan; and prevents childhood lead poisoning by removing lead paint from residential structures and yards.

- Through the Climate Leader Program aimed at the business community, increased from 4 to 20, the number of businesses that have signed a pledge to take actions in the areas of energy, transportation and waste reduction.

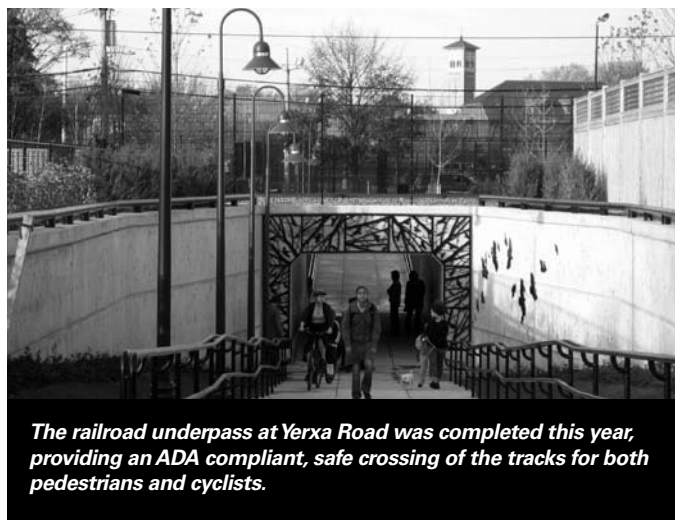


Storefront improvements on Lower Massachusetts Avenue were completed this year with assistance from the City's Signage and Lighting Improvement Program.

- Oversaw completion of the Yerxa Road railroad underpass. Provided construction management for the continuing implementation of the Harvard Square and Lafayette Square/South Mass. Ave. projects. Started the design process for streetscape improvements and traffic calming on Brookline Street.
- Traffic calming planning included projects on Blanchard Road, Huron Avenue, Windsor Street, Rindge Avenue and Upland Road. Started the community process for traffic calming on



Over 100 cyclists attended the 2nd Annual BowTie Ride in fall 2006 to enjoy sights throughout Cambridge.



The railroad underpass at Yerxa Road was completed this year, providing an ADA compliant, safe crossing of the tracks for both pedestrians and cyclists.

Brattle Street and Middlesex Street. Published feasibility study for the creation of a pedestrian and bicycle path along the Grand Junction railroad.

- Worked with the MBTA to improve bus service and bus stop amenities and responded to requests for transportation demand management information from 35 businesses. Continued to review and monitor results of transportation demand management plans for developments subject to the Parking and Transportation Demand Management (PTDM) ordinance.
- Deleaded and preserved the affordability of 62 residential units occupied by low or moderate income families, reaching a total of 726 units deleaded since the program began in FY95. Sponsored outreach activities to educate Cambridge residents about lead hazards and mitigation, making contact with over 5,000 individuals at citywide events. In addition, 40 individuals were trained in deleading and lead-safe work practices.



Lead Safe Cambridge staff participate in community events throughout the year to educate families about lead safe practices and provide information about the City's abatement programs.

Conservation Commission

Jennifer Wright, Director • 344 Broadway, Cambridge • 617.349.4680



Members of the Cambridge Conservation Commission Planting an Emergent Wetland at Fresh Pond Reservation.

The Conservation Commission's purpose is to protect and enhance the City's natural resources through regulatory review, planning, environmental monitoring and education. In pursuing these goals, the Commission undertakes a wide array of activities. The Commission administers the Massachusetts Wetlands Protection Act Regulations, reviewing, permitting and inspecting projects proposed in or near Cambridge's wetlands, floodplains and water bodies. Related to this, the Commission plays an important role in implementing the Massachusetts Stormwater Management Policy and Standards for development projects located near sensitive natural resources.

The Commission assists with the interdepartmental review of Environmental Impact Reports, other state and federal environmental documentation and permit applications for projects that may impact Cambridge or its water supply. The Commission regularly provides technical assistance to other City departments on natural resources and environmental planning issues, and works with regional, state and federal agencies and community groups to address issues of both short and long-term environmental concern. The Commission also coordinates the 14 community gardens that serve approximately 500 Cambridge gardeners each year. The seven members of the Conservation Commission are appointed by the City Manager to three-year terms and are served by one permanent staff person.

Highlights and Accomplishments

- Worked with City departments, businesses, developers and other groups in Cambridge to fulfill statutory requirements under the Massachusetts Wetlands Protection Act, through holding public meetings and hearings, issuance of permits, monitoring of construction activities and issuance of certificates of compliance.
- Served on the Fresh Pond Master Plan Citizen's Advisory Committee. This Committee was established by the City

Manager to develop comprehensive plans for the long-term management of the water quality, natural landscapes and recreational resources in the Fresh Pond Reservation. The Commission has worked to fulfill the goals of the Fresh Pond Master Plan.

- Contributed to efforts by federal and state regulatory agencies, and local watershed groups to improve water quality in the Charles River and Alewife Brook. In the Charles River watershed, the Commission worked with other City departments in cooperation with the U.S. Environmental Protection Agency (EPA) and Massachusetts Water Resources Authority (MWRA) to make the Charles River "fishable and swimmable."
- Represented the City of Cambridge on the ABC Stormwater Flooding Board with representatives from Arlington, Belmont and Cambridge. The Committee looks at flooding issues in the Alewife Brook and ways to prevent it.
- Administered the Cambridge Community Garden program and distributed informational materials and maps to interested residents and City staff.
- Educated City departments about the Commission's permitting process and requirements.
- Coordinated the appropriation and distribution of Community Preservation Act Open Space funds. During FY07, the funds were used to support several projects associated with the high



Conservation Commission Director Jennifer Wright gives a talk during 2007 Water Week.

Consumers' Council

Paul Schlaver, Director • 831 Massachusetts Ave., Cambridge • 617.349.6150

A division of the License Commission, the Consumers' Council works in cooperation with the Attorney General's Office to mediate individual consumer/business disputes in an effort to eliminate the need for either party to go to court to resolve the conflict. The Council also provides educational information to consumers and watches trends in the marketplace, making suggestions as feasible for new and amended legislation to better protect consumers.

The Consumers' Council continues to be a leader on both the state and national consumer scene through the Executive Director's involvement with the Massachusetts Consumers' Coalition, the Consumer Federation of America and the National Association of Consumer Agency Administrators. The resources offered by these organizations add to the ability of the Council staff to serve Cambridge consumers effectively.

Highlights and Accomplishments

- The 4th edition of the comprehensive booklet called, CAR SMART was published in the fall of 2006. The new focus was on fuel efficiency in the automobile purchasing decision, in its use and in vehicle maintenance.
- The Consumers' Council partnered with the Consumer Federation of America to present a City-sponsored forum for advocates and environmental planners seeking to encourage smart consumer habits and set political and regulatory priorities aimed toward energy efficiency in modes of transportation.
- The Consumers' Council joined with other City departments at the Home and Energy Fair to present options for consumers to save energy with the focus on maximizing fuel efficiency in their use of the automobile.

Election Commission

Marsha Weinerman, Director • 51 Inman St., Cambridge • 617.349.4361

The Cambridge Board of Election Commissioners is a four-person board comprised of two members each from the two major political parties. Created by the Acts of 1921, Chapter 239, to conduct voter registration, supervise elections, implement the annual census, and certify signatures on nomination papers and ballot question petitions, its role was expanded in 1987 to include management of municipal campaign finance reporting. In 1991, it was designated to administer and enforce the City's Ethics Ordinance.

Highlights and Accomplishments

- Conducted 2006 State Primary and State Election in a professional, efficient and fair manner. Significant attention was paid to improving voter needs at individual polling places, particularly with regard to lighting, signage and accessibility.
- Implemented "AutoMARK Assist Machines" for disabled voters at all polling places for the November State Election. These machines assisted voters who were unable to mark an optical scan paper ballot due to blindness or other physical impairment. All Wardens and Clerks were instructed on use of these new machines.
- Enhanced Election Day trainings for Wardens, Clerks and Inspectors by incorporating eye-catching graphics and photos in poll worker Training Manuals and utilizing PowerPoint presentations at all poll worker training sessions.
- Revamped Election Commission Web site to make it more user friendly for Cambridge residents. The site includes new features such as a Photo Gallery of past elections and downloadable Election forms.
- Produced and distributed a Bookmark to remind voters about Voter Registration deadlines and Election Day dates and hours. The Bookmark commemorated the 26th Amendment to the Constitution, which provided for voting by citizens age 18 and older and was designed to attract the attention of young people.
- Conducted community Voter Registration training with outreach through the media, the web and letters to over 150 community organizations. Updated Voter Registration Training Manual and conducted registration sessions at community events, including the Danehy Park Family Day, the Cambridge River Festival and numerous sidewalk sessions throughout Cambridge.
- Displayed signage at multiple locations throughout the city reminding residents to register and vote. Lawn signs and sandwich boards were posted in the major squares and subway station entrances.
- Processed 10,026 voter registrations forms, which includes both new voters, as well as many changes of information for those already registered.
- Conducted the 2007 Annual City Census and mailed Census forms to 46,484 households, including residents of multi-unit dwellings (9 or more units). Universities and nursing homes were required to submit information for their residents and information was requested from building managers, owners and condo associations. Produced the 2007 Street Listing Book.
- Held a public hearing at the Cambridge Senior Center to provide citizens with an opportunity to share their comments, concerns and questions about the 2006 Elections, as well as make recommendations for changes in future elections.
- Administered and enforced the City of Cambridge Ethics Ordinance and administered year-end Campaign and Political Finance Reporting for School Committee candidates and political committees.

Electrical

George Fernandes, City Electrician • 250 Fresh Pond Pkwy., Cambridge • 617.349.4925

The Electrical Department was established to oversee street lighting and the City's Fire Alarm System, to allow fire reporting directly from the public and for those buildings whose automated fire alarm systems signal directly to the Fire Department. The Department provides electrical maintenance and construction services to all City departments, municipal buildings, and parks and outdoor recreational areas. The Department also installs and repairs communications systems, including telephones, public emergency call boxes, pagers, fiber cable networks for computer data transmission between buildings, and cabling for local area data networks for City buildings. Additionally, the Department oversees installation of cables, conduits and equipment by utilities and other contractors over and within all public ways.

Highlights and Accomplishments

- Began the installation of new lighting at Tobin School Tot Lot, Trolley Square Park and planning for new lighting at Costa Lopez Park.
- Responded to daily service calls; tested all municipal building fire alarm systems and serviced building security systems.
- Provided electrical power and sound systems for City events.
- Installed local area data networks and telephone wiring for City departments and responded to trouble calls for telephone circuits.
- Connected additional buildings to the City's Fire Alarm System and upgraded cables within the system.
- Continued servicing streetlights, patrolling areas for broken lights and responding to resident calls about malfunctions; continued the re-lamping program, completing work in Neighborhoods 5 and 6 consisting of 896 streetlights; improved lighting at various locations in the City.
- Roped approximately three miles of underground conduit to install fire alarm and fiber cables from Emergency Communications to the Robert Healy Public Safety Facility.
- Installed holiday lighting on street trees and temporary trees; assisted with the installation of lighted banners in Harvard and Central Squares and with improvements to holiday lighting in Harvard Square.
- Overseeing electrical installations and street lighting for construction at North Point, South Mass. Ave. project, Harvard Square improvements and the Walden Street Bridge reconstruction.

Emergency Communications

George Fosque, Director • 489 Broadway, Cambridge • 617.349.6911

The Emergency Communications Department operates the City's Combined Emergency Communications and 911 Center (ECC). The Center receives over 50,000 calls and alarms per year for emergency service and manages the coordinated dispatch of police, fire, emergency medical service (EMS) and other resources as needed. ECC staff also answer over 200,000 non-emergency calls regarding quality-of-life issues related to noise, traffic, lost property and after-hours City information. The Department additionally coordinates the automation of dispatching, police information and fire information computer systems. Finally, the Department is responsible for the management of the City's radio systems and public safety data networks.

Dispatchers performed thousands of computer transactions on the state Criminal Justice Information System plus other computer systems in support of police officers seeking license, warrant, arrest history and other information. They also assist in tests of fire box alarms and circuits; make special notifications of supporting City, state and federal agencies; and handle over 2,500 towed vehicle reports.

Highlights and Accomplishments

- Continued to help coordinate the City's general response to the security requirements of the post 9/11 era including emergency response planning, Emergency Operations Center (EOC) operations, grant writing for homeland security funding, and interoperability communications development with surrounding communities and metro-area radio networks.
- Trained all ECC staff in the new, computerized Emergency Medical Dispatch system designed to speed the proper EMS, Fire and Police resources to over 10,000 EMS incidents each year.
- Supported over 25 computerized systems (most of which require 24-hour continual operation) and installed 6 new computer applications to support police, fire and EMS personnel.
- Managed tactical communications for major annual events, including Head of the Charles, Fourth of July and special dignitary visits.
- Coordinated the upgrade of the City's Emergency Operations Center with state-of-the-art technology using federal Homeland Security funds.
- Assisted the Fire Department in several new projects, including the computerization of all scheduling and payroll tasks.
- Helped create and obtain state 911 grants for 911 dispatcher training.
- Helped organize police, 911, fire and other officials regionally and statewide to acquire satellite communications for public safety, to improve subway communications in the MBTA system and to transition to high-speed communications networks for emergency incident management.

Emergency Management

David O'Connor, Director • 147 Hampshire St. • 617.349.4842

The Cambridge Emergency Management Department is the primary agency in Cambridge charged with planning for disasters and coordinating response to such disasters. It is the local counterpart of the Massachusetts Emergency Management Agency (MEMA) and the Federal Emergency Management Agency (FEMA). These agencies work closely with the Cambridge Emergency Management Department in preparing governmental responses to natural and man-made disasters. The Emergency Management Department prepares contingency plans for natural disasters and technological hazards. The Department works closely with other City departments and with voluntary agencies to ensure that residents affected by fires or other localized disasters receive the assistance they need.

Highlights and Accomplishments

- Each municipality in the Commonwealth is required to prepare and maintain a Comprehensive Emergency Management Plan (CEM Plan). The Cambridge CEM Plan was completely re-written in FY02 and has been updated annually since. The Massachusetts Emergency Management Agency (MEMA) is asking towns to participate in a new revision of the CEM plan which involves a Web-based plan (called "eCEM") and the maintenance of the plan on a MEMA server. Ultimately, the eCEM plan will be updated on a continual basis. The process of gathering data and inputting the data onto the MEMA database began in FY06. Work is now under way to coordinate our plans with Boston and the other 7 communities that abut Boston.
 - The Department has continued to work closely with the staff at the Massachusetts Institute of Technology nuclear reactor laboratory on issues of safety and security.
 - Participated in the Unified Command Centers for both the Boston/Cambridge 4th of July and the Head of the Charles Regatta. In addition to improving readiness and service at these events, participation with the other agencies serves as very valuable training.
 - The Department continues to work with Cambridge residents who are victims of fires or other localized disasters. During FY06, the Department responded to 9 incidents in Cambridge involving 50 individuals who needed assistance from the Red Cross and other agencies. During the first 6 months of FY07, the Department responded to 7 incidents and assisted 26 individuals in obtaining assistance.
 - The merger of the Federal Emergency Management Agency (FEMA) into the Department of Homeland Security opened up opportunities for additional programs to provide enhanced services to the City and provide new volunteer service opportunities to residents. Some programs that form part of Citizens Corps are: Community Emergency Response Team (CERT), Volunteers In Police Service (VIP'S) and the Medical Reserve Corps. Our Auxiliary Fire Department and Auxiliary Police Department are enrolled as part of Citizens Corps. During FY07, we received over \$2,400 in equipment for these volunteers from the Department of Homeland Security.
 - The Director represents the City of Cambridge on the Metropolitan Mayors Coalition Emergency Planning Committee, the regional Hazard Mitigation Planning Committee and the Emergency Management Committee for the Urban Area Security Initiative (UASI). The UASI committee meets biweekly to coordinate the emergency planning in UASI communities. Work continues in the effort to identify regional hazards and explore ways to mitigate them. The UASI group is also working to develop the "eCEM" planning process
- to ensure that the plans of the communities are congruent and to enable sharing of information resources.
- The Department continued to update its Web site and worked with the City's Public Information Officer and the IT Department staff on emergency public information improvements. These pages include information on how to contact family members through agencies and links to Web sites posting casualty or survivor information.
 - The Radio Amateur Civil Emergency Service (RACES) volunteer radio operators continued to train and participate in regional and statewide drills at least monthly. The RACES volunteers use 2 meter and 6 meter equipment and would be key links to MEMA during an emergency that disrupted ordinary communications channels. Our High Frequency (HF) equipment is capable of communicating with all parts of the United States and Europe. It would be used for disaster welfare inquiries if a major problem overseas were to affect the families of Cambridge residents.
 - During FY07, the Department continued development of the Corporate Emergency Access System (CEAS) in Cambridge. This program is designed to ensure that Cambridge businesses and facilities are able to mitigate losses and recover rapidly from a disaster by providing access credentials and training to key personnel who are needed to preserve data and infrastructure in affected areas.
 - The Department continued efforts to encourage residents to use the "ICE" system on their cellular telephones. The idea for the system originated in Cambridgeshire, UK, in the spring of 2005 and is being replicated widely. Residents are encouraged to store the telephone numbers of relatives who should be notified in emergencies in the phone prefixed with the letters "ICE" (In Case of Emergency). The system allows paramedics and other medical personnel to contact family or friends of a sick or injured person to learn of a person's relevant medical history.
 - In September 2006, the Department participated with several other City agencies in Operation Poseidon, a multi-jurisdiction exercise funded by the US Department of Homeland Security. The scenario involved all of the UASI communities and was based on events set in Everett and East Cambridge. The exercise also involved the activation of the Emergency Operations Centers (EOC's) of the affected communities. All Cambridge agencies performed well during the drill. The exercise was a valuable learning experience for all involved.



Emergency Management staff member Statia Joyce meets with a fire victim to discuss assistance options following a house fire in Cambridgeport in October 2006.

Finance

Louis DePasquale, Assistant City Manager for Fiscal Affairs • City Hall • 617.349.4220

The Finance Department, under the direction of the Assistant City Manager for Fiscal Affairs, is responsible for the planning, implementation, oversight, integrity and reporting of the City's operating and capital finances. The Finance Department is comprised of the Budget, Personnel, Assessing, Purchasing, Treasury, Revenue and Information Technology functions. The Budget, Personnel, Assessing, Purchasing, and IT departments are located alphabetically in this annual report and include separate overviews and highlights.

Administration

The Administration Division provides leadership to the operating divisions of the Department, as well as financial policy direction to other City departments. In addition, the annual independent audit of the City's financial records is budgeted in this division. The audit is performed in accordance with generally accepted accounting principles and Government Accounting Standards Board (GASB) requirements, and it assures potential purchasers of the City's notes and bonds of the City's fiscal soundness. The independent auditor also makes recommendations to improve the City's financial management.

Revenue Collection/Treasury

Claire Spinner, Director

The Revenue Division is responsible for collecting and recording all of the City's revenues in a timely and accurate manner and for providing a high level of customer service to taxpayers requesting assistance. During the course of a year, the Division processes approximately \$372 million in receipts and issues approximately 185,000 bills and notices. The office works with the Law Department to initiate tax title and foreclosure proceedings for severely delinquent properties, in order to protect the City's legal interests.

The Treasury Division is comprised of the Cash Management and Payroll functions. Cash Management is responsible for all City banking, including the City's banking services contract, identification of all wire transfers into City bank accounts, investment of City cash in accordance with State law and the City's investment policy, management of City trust funds, reconciliation of all cash, timely payment of all debt service obligations and prompt payment of all approved obligations to vendors and contractors.

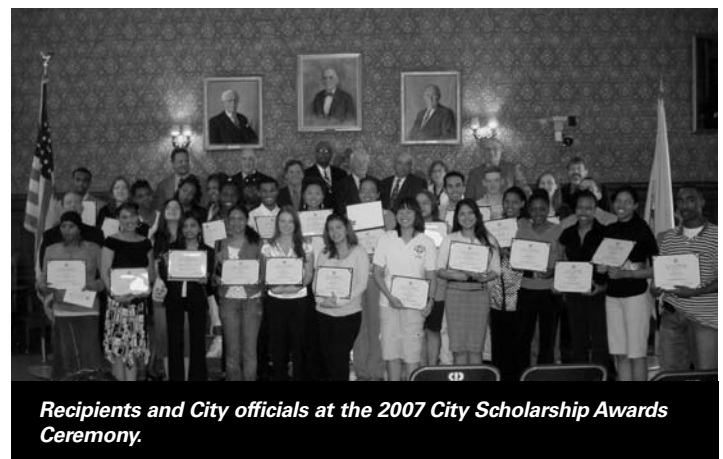
Payroll is primarily responsible for the timely weekly payment of approximately 3,000 employees. Payroll is also responsible for paying federal, state and Medicare withholdings, health and life insurance, deferred compensation, retirement, MBTA pass purchases, and administering garnishments and attachments to employees' wages. At year-end, Payroll prepares and distributes approximately 5,700 IRS Form W-2s and 500 IRS Form 1099s.

Highlights and Accomplishments

- The Administration, Budget, Assessing and Revenue departments collaborated to publish and mail three separate brochures explaining the City budget, property values and real estate taxes, and abatements and exemptions to Cambridge businesses and residents.
- In conjunction with the OPEB (Other Post-Employment Benefit) Steering Committee, the Department initiated the analysis to

determine the OPEB liability for the City in accordance with GASB 45 requirement.

- Coordinated the development of formal investment, debt and reserve policies approved by the City Council.
- The Department coordinated the first refinancing of three existing General Obligation Bonds, originally issued between February 1998 and November 1999 for 20 year terms at rates ranging from 4.5% to 5.625%, to a lower interest rate, due to favorable market opportunities. The expected savings over the remaining 10 years of these issues is \$1.975 million.
- The Department continued to manage the City Scholarship program, providing scholarships to 30 recipients in FY07. In a collaborative effort with Cambridge Rindge and Latin High School (CRLS) to update and make the City's scholarship application more accessible, in FY07, there was an 80 percent increase in application submissions. The City received 224 applications as compared to a total of 123 applications in FY06.
- The Department collaborated with Cambridge College to develop a municipal finance training curriculum.
- Issued \$32.2 million in General Obligation Bonds for the acquisition of and renovations to buildings to be used for a public safety facility and a youth center, street improvements, sewer reconstruction, public building renovations and open space improvements. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.91%.
- Published the Comprehensive Annual Financial Report, which received the Government Finance Officers Award for Excellence in Financial Reporting for the 20th consecutive year.
- Monitored the collection and disbursement of Community Preservation Act (CPA) funds. Since the adoption of the CPA, the City has appropriated/reserved a total of \$59.6 million in CPA funds, of which approximately \$25 million is attributable to state matching funds.



Recipients and City officials at the 2007 City Scholarship Awards Ceremony.

Fire

Gerald Reardon, Fire Chief • 491 Broadway, Cambridge • 617.349.4900



Third Alarm fire at 58 7th Street. Fire conditions are threatening entire neighborhood on the arrival of the first fire companies. (Photo by Jeremy Walsh)

The mission of the Cambridge Fire Department is to protect the lives and property of the people of Cambridge from fires, natural and man-made disasters and hazardous materials incidents; to save lives by providing emergency medical services; to prevent fires through prevention and education programs; and to provide defense against terrorist attacks. The Cambridge Fire Department is a nationally rated Class 1 Fire Department, one of only 48 in the country, and one of only three in New England.

The Cambridge Fire Department protects one of the most densely populated cities in the country. Infrastructure includes one of the deepest subway tubes in North America, over 4 miles of subway; over 6 miles of waterfront; over 100 hi-rise buildings; large, labyrinthine university, industrial and mercantile buildings; over 3,600 laboratories in the universities and 80 private research facilities; and extensive areas of closely-grouped, multi-story, wood-frame multiple dwellings and apartment buildings.

Staffed by 276 sworn members and 9 civilian members, the Department consists of 2 Line Divisions and 4 Staff Divisions. Line companies, including Engines, Ladders, Squads, the Rescue, and Division Chiefs, operate from 8 fire houses. Several Staff Divisions support the men and women working on the street. Staff units include the Fire Prevention Division, the Training Division, Technical Services Division, and Administrative Services. The Fire Investigation Unit investigates undetermined, suspicious, and incendiary fires.

Highlights and Accomplishments

- There were 12,925 emergency incidents which generated 32,436 emergency responses. There were 112 building fires, 585 inside fires, 723 fires of all categories, 287 hazardous materials incidents and 5,674 emergency medical incidents. Major fires included four Second-Alarm fires, four Third-Alarm fires and 7 Working Fires.
- Appointed one Firefighter/Paramedic and nine Firefighter/EMTs to fill vacant positions. These members are Massachusetts Firefighting Academy Recruit Trained and Nationally Certified to the Firefighter I/II level.
- The process to hire additional firefighters to fill existing vacancies has been initiated. Following screening and training, these firefighters will be appointed in FY 2008.

- Battled and controlled several major fires during the fiscal year. A few of the notable fires included the pet store fire on O'Brien Highway (September,) the hi-rise office building fire involving a sub-basement transformer at 1 Broadway (December), and residential fires on Norris Street (July and February), Upland Road (July), Western Avenue (October), 7th Street (March) and a multiple-story, vacant meat-packing plant on O'Brien Highway (May).
- Organized and operated as the lead agency in the Operation Poseidon simulated terrorist attack drill in September. This nationally recognized Homeland Security drill was one of the largest full-scale drills in the country and ran very successfully due to the cooperation of multi city and metro agencies, as well as state, federal and private sector agencies.

Fire Suppression

The responsibility of the Fire Suppression Division of the Cambridge Fire Department is to provide first-line defense against unfriendly fire, pre-hospital emergency medical and paramedic care, hazardous-material protection, and the rescue of persons entrapped by building collapse, hi-angle and trench collapse, elevator, machinery, vehicle, ice or water accidents. Throughout the year, suppression units also continually participate in an aggressive regimen of training and review of technical firefighting, rescue, hazardous materials, anti-terrorism and medical skills. Regularly scheduled programs of hydrant inspection and testing, water flow testing, hose testing, and apparatus and equipment testing and maintenance are also performed by suppression units. During winter, fire companies clear snow and ice from hydrants in their respective response areas.

Fire Prevention Division

The Fire Prevention Division strives to prevent hostile fires from occurring through public education and public awareness. This Division provides fire and life safety protection to the public by ensuring fire code compliance and enforcement of the Fire Prevention Laws, Regulations and Building Codes. Major functions include the review of engineered building plans for all life safety systems and the inspection and testing of any installation, alteration, modification, or repair to any fire alarm, sprinkler or suppression system. Additional responsibilities include issuing of applicable permits and licenses, the fire-protection compliance inspections of night-club and assembly occupancies, and state-mandated fire inspections of schools, hotels, hospitals, nursing homes and theaters. The Fire Prevention Division also enforces Nicole's Law, the state carbon monoxide detector law.



Third Alarm at 58 7th Street. Tower Ladder 2 is protecting exposed buildings in neighborhood. (Photo by Jeremy Walsh)



Second Alarm fire at 17 Norris Street. Ladder companies open up attic while engine companies attack fire from the inside. (Photo by Ted Pendergast)

Training Division

The Cambridge Fire Department's training schedule is possibly the most intense in the state. Department members respond to any and all types of hazardous calls therefore necessitating a wide range of skills. Training includes CPR and Defibrillator use; Collapse and High-Angle rescue; Paramedic review; Radiological metering and dosimeter utilization; Firefighter Fitness and Wellness training; Hazmat Task Force training; review of Carbon Monoxide Law; Dive training and water rescue; Mass Casualty Incident response; Preventing Sexual Harassment; use of Department computers; Incident Command System, National Incident Management System. Training with adjacent municipalities in such special operations as Trench Rescue and Confined Space Rescue is ongoing.

LEPC (Local Emergency Planning Committee)

The LEPC Office performs many functions integral to the successful emergency planning and response objectives of the City of Cambridge. Duties include: coordinating inter-agency planning and response to hazardous material/terrorism incidents; reviewing the operation of laboratory/research facilities for permitting; investigating all hazardous material releases in the city; working closely with Cambridge Public Health officials on emergency planning and response coordination; and working closely with the Environmental Health & Safety staff of numerous facilities in the city to ensure compliance with assorted regulations.



Operation Poseidon Anti-terror drill at Galleria Mall. (Photo by Glenn Turner)

Technical Services

The Technical Services Division (TSD) maintains the equipment and apparatus used daily by the Cambridge Fire Department. The TSD also procures and repairs the communication equipment for all the City departments and maintains and calibrates sampling devices and meters used to detect substances from carbon-monoxide and natural gas to gaseous, liquid and particulate weapons of mass destruction. The Motor Squad maintains Department vehicles.

Fire Investigation Unit

The Fire Investigation Unit investigates the cause and origin of all major fires in the city. The unit also investigates all fires of incendiary or suspicious origin; fires where the incident commander is unable to determine the cause; fires which originated due to illegal activity; and fires where injury to civilians or firefighters resulted.



Serious motor vehicle accident on Mount Auburn Street. (Photo by CFD photo unit)



Charles River at Memorial Drive and the Longfellow Bridge. A Fire Department diver recovers evidence from previous arson fire. (Photo by CFD photo unit.)

Historical Commission

Charles M. Sullivan, Executive Director • 831 Massachusetts Ave., Cambridge • 617.349.4683

Established in 1963, the Cambridge Historical Commission (CHC) administers comprehensive historic preservation programs that protect more than 3,500 buildings in two historic districts, five neighborhood conservation districts, 26 individual landmarks and 40 properties covered by preservation restrictions. In FY07, applications for work at over 335 designated properties were reviewed. The Commission also reviews demolition applications for buildings over 50 years old and can protect significant buildings for a limited time to seek preservation alternatives; about 55 such applications were reviewed in FY07. Restoration of historic public areas, such as the Old Burying Ground and Flagstaff Park, is an ongoing responsibility. The CHC also maintains City monuments and statutes and installs historic markers at sites throughout Cambridge.

Many of the Commission's activities support its broad mission to preserve the diversity of Cambridge's built environment and disseminate information about the architectural and social history of Cambridge. The staff meets regularly with property owners, developers and local groups to explore preservation options and offer technical advice on building issues and historic exterior paint colors. Community Preservation Act (CPA) funds have had a significant impact on the City's historic preservation program, increasing both the number and amount of grants available. In FY07, nine grants of \$20,000-\$100,000 were awarded to low- and moderate-income owners and affordable housing agencies to preserve the historic character of Cambridge residences. In addition, nine grants of \$50,000 or more were awarded to non-profit organizations for restoration of their historically significant buildings. In May 2007, the Commission honored 10 exceptional historic preservation, restoration and renovation projects at the annual Historic Preservation Recognition Program.

In FY07, the Commission presented over 35 educational and informational programs to almost 1,100 children and adults. CHC staff also assisted researchers ranging from academic researchers and amateur genealogists to Cambridge homeowners interested in the history of their own properties, and responded daily to telephone, mail, and E-mail inquiries. The Commission's Web site continues to rank among the top City departments for the number of online visitors. The Commission's publication program includes architectural and social histories, neighborhood oral histories, and technical preservation advice.



Contractors reinstall a restored Tiffany window and frame at the Old Cambridge Baptist Church, with financial support from a Community Preservation Act-funded Institutional Preservation Grant.

Highlights and Accomplishments

- Completed design review of several large projects in designated neighborhoods, including 121, 163, and 164 Brattle, 1640 Cambridge, 9 Sparks, and 16 Lancaster streets. Harvard Law School resolved their proposed demolition of three significant houses on Mass. Ave. by relocating them to the corner of Mellen St.583 and 1587 Massachusetts Avenue (relocation).
- Supported historic preservation projects with grants from CPA funds, including: exterior renovation of nine affordable housing projects (\$336,000); planned or completed restoration of City-owned historic structures and landscapes, including the City Council Chamber (\$75,000), Engine 5 in Inman Square (\$100,000), O'Connell branch library windows (\$50,000), and the historic concrete block wall at Brattle and Craigie streets (\$190,000). Provided over \$650,000 for restoration of historically or architecturally significant buildings owned by non-profit organizations, including: stained glass restoration at Faith Lutheran Church, 311 Broadway (\$42,200) and Old Cambridge Baptist Church, 1151 Massachusetts Avenue (\$100,000), masonry work at Castle School, 298 Harvard Street (\$10,000), and roof and window repairs at Margaret Fuller Neighborhood House, 71 Cherry Street (\$50,000).
- Completed three studies and submitted reports and recommendations to the City Council: Lower Common Neighborhood Conservation District (NCD) Study; Avon Hill NCD boundary and administration study; and Marsh/Half Crown NCD consolidation study.
- Completed the landmark designation of the Wiswall-Orne House (1803-04) at 107 Auburn Street, a rare and substantially intact example of a rear-wall chimney Federal era house, with significant association with the Orne and Stone families, especially Caroline Frances Orne, the City's first public librarian. Completed the landmark designation study report for the Garment District, 200 Broadway (historically, Lysander Kemp & Sons), the only known structure remaining in Cambridge associated with soap manufacturing, once one of the City's largest industries. Executed a preservation restriction for the historic Parsons Building and surgical wing at Mount Auburn Hospital.
- Continued work on the oral history, World War II and the Home Front in Cambridge. Conducted over 100 interviews with veterans and civilians on the home front, including defense industry workers, and medical and USO personnel, and began transcription and editing of interviews to be included in the publication.
- Processed and created a research aid for the papers of Albert B. Wolfe, chair of the Cambridge Historic Districts Study Committee (1962) and the Historical Commission (1963-1973). The collection records the establishment of the City's historic preservation program and architectural survey; the adjudication of 40 precedent-setting preservation cases; and Mr. Wolfe's extensive correspondence with others in the field of historic preservation.
- Coordinated the annual Cambridge Discovery Days, free walking tours on July 1 and 8, 2006, on a variety of topics in neighborhoods throughout the city. Led by more than 20 volunteer guides, the tours attracted over 400 participants. The walks were sponsored by the Historic Cambridge Collaborative, an informal group of non-profit institutions organized to develop public programs that promote an appreciation of Cambridge history.

Human Rights Commission

Quoc Tran, Director • 51 Inman St., Cambridge • 617.349.4396

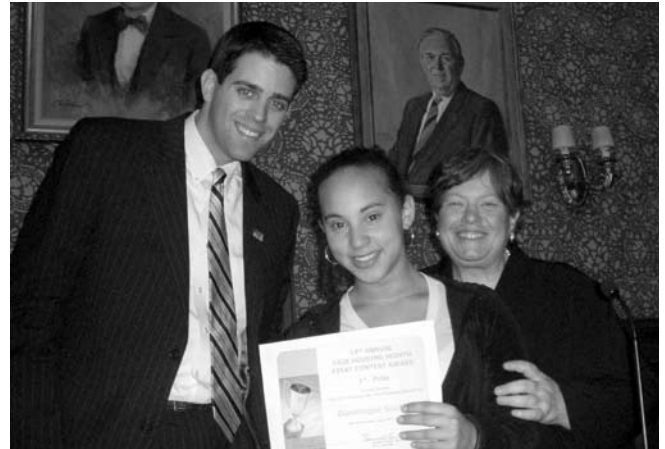
The Cambridge Human Rights Commission (CHRC) was established in 1984 to protect the civil rights of the citizens and visitors of the city. The Commission is mandated to investigate and adjudicate complaints of discrimination in employment, housing, public accommodation and any violations of the Civil Rights Act.

The Commission also educates the public about their rights and responsibilities under the law, advises the administration about issues affecting City departments and provides training to City employees.

Highlights and Accomplishments

- Continued implementing mediation as a component of the Commission's enforcement mission.
- Began revising and updating the Commission's Rules of Procedure.
- Continued an aggressive Outreach Program that includes a user friendly Web site with online complaint forms, brochures with various translated versions, Speakers Bureau and a Civil Rights Curriculum.
- Held a public forum at Cambridge Rindge and Latin School, entitled "Students Speak Out on Discrimination in Cambridge," which over 150 people attended.
- Continued to train Commissioners and staff in skills related to the work of the Commission. Commissioners are now actively involved in case mediation.
- Maintained a Mediation Internship program with local law schools to train law students in mediation of Civil Rights cases.
- Produced a newsletter, which is widely distributed to community organizations, City employees and people interested in discrimination issues. The newsletter consists of news of the Commission and legal news and analysis in the area of discrimination law.
- Collaborated with the Boston Fair Housing Center on various projects aimed at strengthening Fair Housing laws and investigative practices.
- Sponsored the annual Fair Housing Month Celebration in partnership with the Fair Housing Committee. Over 200 Cambridge students from sixth through eighth grades participated in the annual poster and essay contest. Several business establishments

in Cambridge collaboratively assisted the Commission in the celebration. Cambridge Trust, Cambridge Savings, East Cambridge Savings, the Cambridge Council of Realtors and several local businesses donated money, certificates of savings bonds and gift certificates toward the awards and prizes for the winners.



Meteorologist Matt Noyes and Mary L. Sales from the U.S. Dept. of HUD presented this year's Fair Housing Essay first prize award to Dominique Scott from the Morse School.



Lydia Garcia, a teacher at Kennedy-Longfellow, was awarded A Lifetime Achievement Award.



Student Kelsey McDaniel, Poster First Prize Winner, from Peabody School.



Todd Kaplan, Sr. Attorney at Cambridge & Somerville Legal Services was the recipient of this year's Margot P. Kosberg Award.

Human Services

Ellen Semonoff, Assistant City Manager for Human Services • 51 Inman St, Cambridge • 617.349.6200

The Department of Human Service Programs (DHSP) provides a wide range of services that is unique in the Commonwealth, reflecting the strong and ongoing support of the Administration, the City Council and, ultimately, the residents of Cambridge. Driven by the needs of residents, the Department's extensive services and programs touch almost every sector in the city: from newborns to senior citizens, from school-aged children to homeless families, from non-profit organizations to local employers. Residents participate in the work of the Department at all levels: as employees, as members of the Human Services Commission, as volunteers, as members of neighborhood councils, task forces and committees, and as consumers of services.

DHSP services provided directly to the community include:

- Neighborhood-based educational and enrichment programs for children and adults;
- Recreation programs for children and adults;
- Services to and programs for seniors;
- Youth programs;
- Fuel assistance;
- Substance abuse prevention programs;
- Job preparation and matching;
- Classes for Adult Basic Education, literacy and English for Speakers of Other Languages;
- Housing search and casework services to homeless and at-risk individuals and families;
- Haitian services;
- Pre-school and after-school childcare and family support programs.

In addition, the Department brings non-profit and community-based organizations together for planning, coordination and technical assistance, funding many of these agencies through service contracts. During the past year, the Department continued implementation of an inclusion initiative to enhance the capacity of all DHSP Out of School Time Programs to serve children with disabilities in inclusive environments along with their typical peers. The Department provided staffing and leadership for major community collaborations, such as the Agenda for Children, and planning support for residents exploring Aging in Place for Cambridge seniors.

The Department continues to promote its online comprehensive resource guide www.CambridgeSomervilleResourceGuide.org and its companion paper directory to enhance accessibility of services to residents.



Youth Center members assist in bridging the technology gap with seniors as they give a lesson on how to use an iPod.

Highlights and Accomplishments

- Hosted successful event with community providers and foundation representatives to explore collaborative outreach models for engaging hard to reach populations, especially the variety of linguistic communities in the city.
- Served 38,519 meals in 26 sites throughout the city during the Summer Food Service Program. Meals were served at four open sites, including parks, housing developments and at 22 enrolled sites.
- In collaboration with the City Council's Neighborhood and Long Term Planning Committee, the Council on Aging hosted the Second Senior Town Meeting in which over 150 seniors participated in workshops and a forum to share their concerns and views with City officials.
- Across all of the Department's programs serving children and youth, progress was made in enhancing the capacity to serve children with disabilities in inclusive environments through extensive staff training, on-site coaching and expanded communication to families about inclusion efforts.
- Worked with Cambridge Youth Sports Commission providing forums for sports and fitness providers, promoting opportunities for sharing resources and helping families take advantage of the wide variety of sports and fitness activities available to their children.
- Collaboratively developed a Monday evening program in which Center for Families staff provided care at the Multi-Service Center for the children of homeless families accessing services, making the evenings safe, enriching and fun for children, while freeing parents to concentrate on their housing search work.
- Cambridge was selected for the second time as one of the nation's 100 Best Communities for Children and Youth by America's Promise, based on the City's demonstrated commitment and success in serving young people.
- Fostered community by providing staff and programmatic support to numerous community celebrations including Area IV Community Pride Day, Hoops "N" Health, Community Gospel Celebration, Arts in the Park events, the 15th Annual North Cambridge Crime Task Force's Day and Night Out Against Crime, among others.

DIVISION OVERVIEWS AND ACCOMPLISHMENTS

Office of Workforce Development

The Office of Workforce Development is charged with expanding employment and training opportunities for Cambridge adult and youth residents and assessing and responding to the unmet needs of the local workforce and employers. It does so by forging alliances among employers, community-based organizations, the schools and post-secondary educational institutions and by providing research and development services.

The Office streamlines access to information about employment and training resources; coordinates service delivery through collaborative planning and program development; and creates opportunities for youth and adult residents to develop career pathways.

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- Served over 300 adult residents through the Cambridge Employment Program, offering career counseling, job search assistance and referral to education and training and supporting workforce development opportunities for residents.
- For older teens, operated an internship program with Harvard University's clerical union and in collaboration with the Chamber of Commerce, offered ongoing cycles of an intensive six-week career exploration program for teens to enhance employability and developed an Entrepreneurship summer program for teens to introduce them to the concepts of business development.
- Through the Mayor's Summer Youth Employment Program, served a record 813 youth providing them with summer jobs that helped increase their skills and future employability by expanding career/college readiness activities.
- Coordinated the Summer Jobs Campaign to recruit private sector jobs for older teens, working collaboratively with Just-A-Start's Teen Work program, the Workforce Program of the Cambridge Housing Authority and the Chamber of Commerce.

Planning & Development

The Planning & Development Division manages numerous grants to Cambridge human service providers, as well as programs operated directly by the City. This includes federal funds from several sources and City tax dollars. Based on information gathered throughout the year and input from the Human Services Commission, the City endeavors to direct resources to areas of greatest need. Division staff also work with other municipal and community agencies in various planning initiatives, including overseeing Federal Housing and Urban Development's local Continuum of Care, which brings to the City and non-profit agencies approximately \$2.5 million dollars annually to support homelessness services.

- The planning staff assisted in formal and informal community needs and resources assessment activities, working with the Commission on Human Service Programs, staff from other divisions and other local groups.
- In an effort to improve access to services, the Division promotes www.CambridgeSomervilleResourceGuide.org, the online Human Services Information and Referral Database and its companion printed directory, the Desk Guide.
- Provided technical assistance to local programs seeking funding from many sources, and coordinated allocation and disbursement of funds that flow through the Division to community agencies. Among the contracted services are: youth and family services, violence prevention, homelessness services, food pantry services and programs for elders and persons with disabilities. During the past year, the Division administered more than \$2.9 million dollars in federal, state and other grants to provide these services.

Multi-Service Center For The Homeless

The Multi-Service Center serves the homeless and those at risk of homelessness through direct casework and referrals for personal and financial counseling, mental health services and substance abuse services. The Center also provides transitional SRO housing for men, in partnership with the YMCA. As a component of its case management activities, financial assistance from several sources is available on a

limited basis to stabilize families and individuals at risk of losing housing and to help homeless people move into housing. DHSP-staffed programs are complemented by services provided on-site by Shelter, Inc., Tri-City Mental Health, the National Student Partnership, North Charles, Shelter Legal Services, CASCAP Representative Payee/Budget Counseling Services, and Greater Boston Legal Services. Haitian Services provides case management and services to persons who have resettled here from Haiti.

- Placed 475 individuals in temporary or permanent housing.
- Helped 350 individuals and 425 families maintain their current housing.
- Assisted 130 families in locating new housing.

Cambridge Prevention Coalition

The Cambridge Prevention Coalition provides substance abuse prevention services to youth and parents and implements programs to decrease youth access to alcohol.

- The Coalition received funding to develop a community mobilization effort to reduce youth access to alcohol by helping to change community norms around providing alcohol to underage youth.
- Partnering with Cambridge Community Television, City TV-8 and talented youth, the Coalition promoted media messages about underage drinking during alcohol awareness month in April.
- Continued a successful server-training program for alcohol servers and sellers.

Commission for Persons with Disabilities

The Commission for Persons with Disabilities addresses issues of concern to individuals with disabilities and promotes the full integration of people with disabilities into all aspects of Cambridge community life. Ensuring compliance with the Americans with Disabilities Act (ADA) continues to be a key focus of the Commission's interactions with other City departments. Other ADA efforts include facilitating requests for reasonable accommodation from City employees and supervisors, educating Cambridge businesses about their ADA obligations and providing technical assistance to both the public and private sectors.



Youth from the Cambridge Prevention Coalition's Teens Against Drug and Alcohol Abuse (TADAA), create a Public Service Announcement with youth from Cambridge Community TV.

Summer in the City

Presented in City parks and public spaces in July and August by the Cambridge Arts Council, the *Summer in the City* series is a lively mix of dance, song, storytelling, theatre and puppetry offering a rich learning experience for children and guaranteed to entertain people of all ages.

(Photos by Kimberly Johnson)



Cambridge River Festival

The 28th *Cambridge River Festival* presented by the Cambridge Arts Council (CAC) in June 2007 focused on community involvement. The festival, themed, *Twist & Shout*, included three music stages, interactive art-making activities, roving performers, temporary public art installations by local artists, and an arts & crafts fair featuring local and international artworks. CAC again included as many local artists and vendors in the festival as possible to showcase their work to the broader community and provide potential new opportunities for artist employment.

(Photos by Ed Hatfield)





Each year, the City Manager's Office presents these two very popular and free community events enjoyed by residents of all ages. The *City Dance Party*, held in July, celebrates summer as we close Mass. Ave in front of City Hall for a few hours of dancing. *Danehy Park Family Day*, usually held in September, features arts and crafts, interactive kids's stage, amusement rides, free hot dogs and sodas, music, roving performers and more!

Dance Party & Danehy Park Family Day



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- Provided technical assistance and over 80 training sessions to City departments and local private sector businesses and organizations.
- Responded to over 1,500 requests for information and referral
- Continued to administer a number of programs for Cambridge residents with disabilities, including the Temporary Disabled Permit program, the Taxi Discount Coupon program, the Reserved Disabled Parking program and Recycling Bin Carrier and Exemption programs.

The Kids' Council

Created by City ordinance in 1991, the Coordinating Council for Children, Youth and Families (more commonly known as The Kids' Council) provides leadership in promoting a comprehensive, local response to the needs of Cambridge children and their families. It is comprised of parents, community members, top City officials, and representatives of universities, businesses, philanthropic and community organizations. One major undertaking of the Kids' Council is the Agenda for Children, an initiative that brings together different City entities (schools, City departments and the health system) with community-based agencies, businesses and residents to promote the well being of our city's children. The Kids' Council's spearheaded the adoption by the City of a plan for the Inclusion of Individuals with Disabilities in Out of School Time Programs. The Kids' Council's Youth Participation and Planning Initiative completed two Mapping Projects on "drug use in Cambridge," sent four Youth Delegations to the National League of Cities Conferences, and continued working on its goal of developing a comprehensive plan to engage young people in civic life.



Practice paid off for those enrolled in piano lessons at the Fitzgerald Community School during the annual piano recital.

- Through the Agenda for Children Literacy Initiative, over 1,000 families were reached through a language development campaign, reading parties, parent/child activity events and storytelling.
- Through the Agenda for Children Out of School Time Initiative, Cambridge was recognized for the second year as one of America's 100 best cities for children and youth by America's Promise.
- Through the Youth Participation and Planning Initiative, a youth delegation was sent to the National League of Cities Conference and 15 Youth Leaders participated on the Youth Involvement Subcommittee.



Ballerinas from the Cambridge Performance Project perform in the spring show at Morse Community School.

Community Schools

The Community Schools Division provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 12 Community Schools, directors work with their respective councils to assess community needs and to create high quality, cost-effective programs, including after-school enrichment classes, two extended day programs with the School Department, and full-day summer and vacation camps. Community Schools run programs such as Arts in the Park, cultural and social family events, including children's performances in music, dance and theater. Participants in these programs represent the racial and ethnic diversity of Cambridge. Staff has participated in comprehensive training to enhance the programs' capacity to serve children with disabilities in inclusive environments.

- Over 1,250 classes were offered for children and adults along with numerous family and senior trips.
- Offered 90 *Arts in the Park* events and three performances in conjunction with the Cambridge Arts Council.
- Served over 800 children through summer camps and collaborated with the School Department to incorporate summer academics in several camps and to provide extended day for summer school sites.
- Provided significant support to the North Cambridge Crime Task Force in organizing and carrying out the 15th successful Night Out Against Crime, attracting more than 2,000 participants.

Recreation

The Recreation Division is charged with providing quality, affordable and accessible recreational opportunities for Cambridge residents of all ages in well-designed and maintained recreational facilities. Its responsibilities include management of citywide and neighborhood-based recreation programs and facilities; scheduling of all City parks for athletic uses; and maintenance and management of Mayor Thomas W. Danehy Park. This 55-acre former landfill has become the main focal site of youth and adult athletic leagues and citywide special events such as Danehy Park Family Day. During the year, the Recreation Division sponsors children's activities at neighborhood parks and playgrounds and the newly renovated Gold Star Pool, as

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well as adult softball and basketball leagues. The Division also offers extensive summer and school-year programs for children with special needs, as well as programs for young adults with special needs.

- Successfully managed the 20th Annual CityRun road race, which attracted over 700 participants and raised \$16,000 in corporate and individual donations and was named one of the top 100 road races in New England by New England Runner Magazine.
- Sponsored 180 youth and 55 adult recreation and swimming classes.
- Staffed City Sports Commission working to enhance coordination and access to sports for all youth.

Thomas P. O'Neill, Jr./Fresh Pond Golf Course

The Cambridge Municipal Golf Course at Fresh Pond is in operation from early April through early December and is fully supported by daily fees, membership and league fees. Fresh Pond Golf Course offers a variety of membership and league opportunities, limiting tee times in order to facilitate play for all people. The Golf Course continues to implement the recommendations from the Fresh Pond Natural Resource Stewardship plan, which will result in the establishment of buffer zones to expand, protect and enhance its natural areas.

- Over 40,000 rounds of golf were played at the course.
- Sponsored a successful free weekly junior golf lesson program serving 60 youth this year.
- Assisted in the development and implementation of a variety of



Seniors enjoy a banquet in celebration of another successful season on the Senior Bowling League.

charitable golf tournaments for non-profit organizations and agencies.

Council on Aging

The Council on Aging (COA) is responsible for the provision and oversight of services to Cambridge residents age 60 and older. Its mission is to promote and safeguard the health and independence of seniors, to advocate for seniors in many areas, to arrange for necessary services and to provide meaningful social and recreational options that enhance their lives. At the Citywide Senior Center and the North Cambridge Senior Center, seniors are provided with a variety of services, classes and events. The Substance Abuse Services for



Children from the Haggerty Preschool begin to see the fruits of their labor in the garden.

Seniors (SASS) program, for example, is a unique program within the Commonwealth, serving seniors who have difficulty with substance abuse or medication misuse. The Division also operates a Senior Shuttle that transports individuals to the Citywide Senior Center from all major housing buildings and from other locations throughout the city, Monday through Friday.

Other services and classes include counseling and support groups, vision screenings, blood pressure clinics, men's group, computer classes, as well as many other educational and recreational offerings, including numerous classes devoted to exercise, movement and physical well-being. Groups of seniors from diverse ethnic backgrounds, including Asian, Haitian, Russian, Latino and African American, meet regularly at the Senior Center. To ensure that the programs and services provided at the Center meet the needs of Cambridge's seniors, a citywide Advisory Committee meets regularly with staff and provides input.

- Provided over 4,500 information and referral services to seniors, including playing a major role in sponsoring information sessions and enrollment for seniors in Medicare Part D.
- Coordinated services such as homemaker, transportation, counseling and meals as well as numerous other social, advocacy, recreational and support services for more than 450 seniors.
- Sponsored several informational sessions for seniors to address the increasingly complex problems of finding health benefits and prescription drug benefits coverage.
- The Senior Food Pantry, the only one in the area specifically serving seniors, received over 7,300 visits from financially eligible seniors. Participants visit weekly and take home fresh fruits and vegetables, meats and canned goods.
- Breakfast and lunch are served daily and over 31,000 individual meals were served last year.

Child Care and Family Support Services

The Child Care and Family Support Services Division offers residents the services of 13 Massachusetts Office for Child Care Services licensed childcare programs. School-Age programs focus on socialization skills, community service and building self-esteem, and provide academic support and programmatic linkages with the school

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day curriculum. Programs are located at the Fletcher-Maynard, Morse, King and Peabody Schools. Staff has been participating fully in the Department's efforts to serve children with disabilities in inclusive environments.

The Pre-School programs offer a developmentally appropriate curriculum focused on the children's interests and abilities. Pre-School programs are located at the Haggerty, King, King Open, Morse, Peabody and Kennedy Schools. The Pre-Schools are successfully gaining re-accreditation through the National Association for the Education of Young Children, the national gold standard for pre-school and kindergarten programs.

- Served approximately 300 children daily, more than half of whom received full or partial subsidies or scholarships through the state or the City.

Center For Families

The Center for Families of North Cambridge began in 1994 as an initiative of the Kids' Council. This neighborhood based, school-linked family support program is housed in the Peabody School Community wing. A Community Advisory Council representing the North Cambridge neighborhood provides guidance to the program. The Director of the Center is supported by funds equally from the Cambridge Health Alliance, the School Department and the City. Operating costs are supported primarily by a Massachusetts Family Network grant from the Department of Education and a Massachusetts Family Center grant from the Children's Trust Fund.

- Provided parent-child playgroups and family activities to over 400 families.
- Provided parent education and support groups to more than 200 families.
- Enhanced program accessibility by providing programs in community housing, by offering programs in several languages and by providing on-site child care for parenting groups.



Community Learning Center students graduated earning their GED's.



Youth show off their karate skills during the Cambridge Moves Family Fitness Expo sponsored by the Cambridge Youth Sports Commission.

- Provided parent support and fostered community through a network of parent/child playgroups, family literacy events and a Caring for Babies forum.

Community Learning Center

The Community Learning Center (CLC) provides Adult Basic Education classes in the following areas: English for Speakers of Other Languages; citizenship preparation; reading, writing and math literacy; GED preparation; the Adult Diploma Program and the Pre-College Bridge Program.

The core program includes seven levels of English for Speakers of Other Languages classes and six levels of basic reading, writing and math classes. GED and pre-GED classes prepare students to pass the five high school equivalency examinations. The Adult Diploma Program awards a Cambridge Rindge and Latin School Diploma to adults based on a combination of demonstrated competency in reading, writing, mathematics and U.S. history and credit for previous coursework, employment, home management, languages and other life experience areas. The Bridge Program prepares students for the transition to post-secondary education. All students receive educational counseling; individual tutoring with trained volunteers is available as needed. Students can also learn basic computer operations and practice their English, reading, writing and math skills on a computer.

Of the students served each year at the CLC, approximately 150 are from the United States and the remainder come from 70-80 different countries, with over 40 different native languages represented. Approximately 40 percent of the costs of the CLC are supported by City tax dollars, with the remaining funds coming from grants, contracts and private fundraising. These funds have enabled CLC to provide the following additional services: outreach and classes for special populations including the homeless and public housing residents; teacher training on working with learning disabled students; the development of study skills, employability skills and civic education curricula; and leadership training in the areas of health, children's literacy, school success and community outreach.

- Provided adult basic education classes to more than 1,100 adults.

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Youth Programs

The Cambridge Youth Program strives to enrich the lives of young people (ages 9 to 19) by promoting leadership skills, providing them with a safe, stimulating environment and providing academic support and enrichment and recreational activities. Programs are offered through a network of five youth centers located in different neighborhoods of the city. The centers include classroom space, meeting rooms, gymnasiums and easy access to parks and fields. A diverse and multi-talented staff is available to provide direct service and mentorship to youth. The centers run pre-teen programs in the afternoons and teen programs in the evenings.

- Expanded evening programming in the summer in collaboration with the Mayor's Summer Youth Employment Program, to introduce new teens to the opportunities available at the youth centers.
- Operated several work-based learning programs for teens during the school year including Leaders in Action, a leadership development program, Neighborhood Service Project, a community-service learning program for younger teens and City Peace, a new violence prevention and service program.
- Engaged in extensive community process with the City Council's

Human Services Committee to gather input into development of enhanced teen programming at the City's Youth Centers.

- Worked with the Innovation Center for Community and Youth Development to clarify principles of practice and develop evaluation tools to measure program success.



Pre-teen youth from across the City stepped out at the Snowflake Serenade held at the Frisoli Youth Center.

Information Technology

Mary Hart, Chief Information Officer • 831 Massachusetts Ave, Cambridge • 617.349.4140

The Information Technology Department (ITD) provides centralized technology services to approximately 1,000 users working in 42 departments located in 40 municipal buildings across the city. ITD is responsible for maintaining all enterprise-wide municipal computer applications. The largest applications include Finance, Human Resources, Computer Assisted Mass Appraisal (CAMA), and Geographical Information System (GIS). The Department manages a \$1.5M fiber optic network that links all City locations, thousands of users and major infrastructure services such as Schools, Fire and Police. ITD is continuously developing and improving the City's Web site, which provides remote access to important City resources and information. These include the ability to transact business with on-line payment options, permit and license application services, access to City Council meeting agendas and information, property search capability and City mapping information via the GIS systems. Overall, ITD serves as technical consultants to all City departments and provides desktop, network and systems management services. IT strives to innovate with new technology such as VoIP, Wifi and WiMax.

Highlights and Accomplishments

- Maintained public/private partnerships, including two Wifi committees investigating citywide deployment of wireless technology and bridging the digital divide, and assisted in the completion of several projects providing wireless Internet services at specific locations throughout the city.

- Provided network services and technology support to the public by creating a private wireless connection for the Police Garage enabling them to utilize CRS and PeopleSoft more effectively than their ISDN line, assisting in the design and planning of the network for the new Police station and the new Library and assisting the Library in creating a method of utilizing one PC to access two different networks with their MinuteMan vendor.
- Implemented Network Attached Storage and Storage Area Network systems that will increase storage capacity, alleviate the need to have user storage limits and save money by reducing the number of new servers needed to handle data storage needs.
- Enhanced use of Web-enabled interactive GIS tool, Cambridge CityViewer and enhanced various data layers in order to provide the public with better access to more up-to-date, useful information.
- Continued development of Cambridge Web site by upgrading Physician's Database, Animal Commission's Database, Arts Council's Calendar Application and online permitting capabilities in conjunction with improvements to the Women's Commission, West Cambridge Youth & Community Center, Veterans' Services Department and Cambridge Police Department Web sites.

Inspectional Services

Ranjit Singanayagam, Commissioner • 831 Massachusetts Ave., Cambridge • 617.349.6100

The Inspectional Services Department (ISD) is responsible for all laws and related City ordinances that pertain to the Massachusetts State Building Code and certain articles of the State Sanitary Code. Responsibilities include administration and enforcement of the Building, Electrical, Plumbing/Gas and Mechanical Codes and articles of the Sanitary Code covering housing and food establishment inspections, lead paint and asbestos testing and removal, swimming pool inspections, day care and recreational day camp inspections. Another major function of the Department is enforcement of the Zoning Ordinance and the provision of staff support to the Board of Zoning Appeals (BZA).

Highlights and Accomplishments

- Continued generating high levels of revenue from building permits and related fees which reflects the high level of construction activity in the city, valued in excess of \$900 million, in FY07.

- Continued collaboration with the License Commission, Traffic and Community Development departments to improve coordination prior to issuance of significant building permits.
- Started inspecting dumpsters in food establishments for compliance with the State Sanitary Code.
- Continued effort to ensure control of rodent problems in the city, working closely with the DPW and the Health Department.
- Worked closely with the neighborhood groups to resolve problems.
- Initiated process for developing functionality to apply for permits online in consultation with the IT Department.

Law Department

Donald A. Drisdell, City Solicitor • City Hall • 617.349.4121

The Law Department is charged with the prosecution and defense of all suits in which the City is a party in state and federal courts and administrative agencies, and providing advice and counsel and furnishing legal opinions on a variety of issues to the City Manager, Mayor, City Council, School Committee, department heads and boards and commissions.

The Department functions as a full-service law office, handling nearly all of the City's litigation in-house. Attorneys regularly attend meetings of the City Council and its subcommittees, and draft, review and approve a wide range of legal instruments required for the orderly accomplishment of the City's business. Individual members of the legal staff have developed specialization in response to increasingly complex legal considerations associated with municipal issues.

Highlights and Accomplishments

- Continued handling nearly all of the City's litigation in-house. Attorneys have appeared regularly in the courts and agencies of the Commonwealth and the United States for hearings on motions, including many significant dispositive motions, and trials, as well as having briefed and argued a number of appeals. Attorneys have successfully defended decisions of the City's Boards and Commissions such as decisions of the Board of Zoning Appeals, the Planning Board and the Conservation Commission, and have also successfully defended challenges to various provisions of the City's Ordinances. Other substantial litigation this year included significant public works, public construction and environmental cases. In addition, attorneys have continued work on a major initiative with the Finance Department to collect unpaid real estate taxes and have successfully minimized judgments and settlements in negligence cases and contracts actions.

- Continued outreach and training to various departments, boards and commissions on legal issues affecting duties they perform, holding public meetings and hearings, production of public records, measures to improve risk analysis, ethics and conflict of interest.
- Provided substantial analysis, review and advice relating to:
 - ▶ Proposed zoning amendments and amendments to other City Ordinances;
 - ▶ Sewer/Storm drain reconstruction and utility infrastructure issues;
 - ▶ Contracting issues and legal requirements related to major projects such as Porter Square Shopping Center and Harvard Square Improvement projects, including artists' contracts for the City's One-Percent-For-The-Arts program, and the Northpoint project;
 - ▶ Acquisition and disposition of real estate and layout of public ways; Numerous legal instruments such as contracts, leases, licenses, easements and deeds for various transactions;
 - ▶ Environmental review and analysis of many projects;
 - ▶ Housing matters, including preservation of long-term affordability in existing housing and development of new affordable housing;
 - ▶ Intra and Inter-Agency coordination on telecommunication policies and operations and the development of citywide Wireless Internet Access;
 - ▶ Comprehensive review of and revisions to a wide range of documents for the Community Development Department's Lead Safe and Affordable Home Ownership programs and for programs of other City departments.

Library

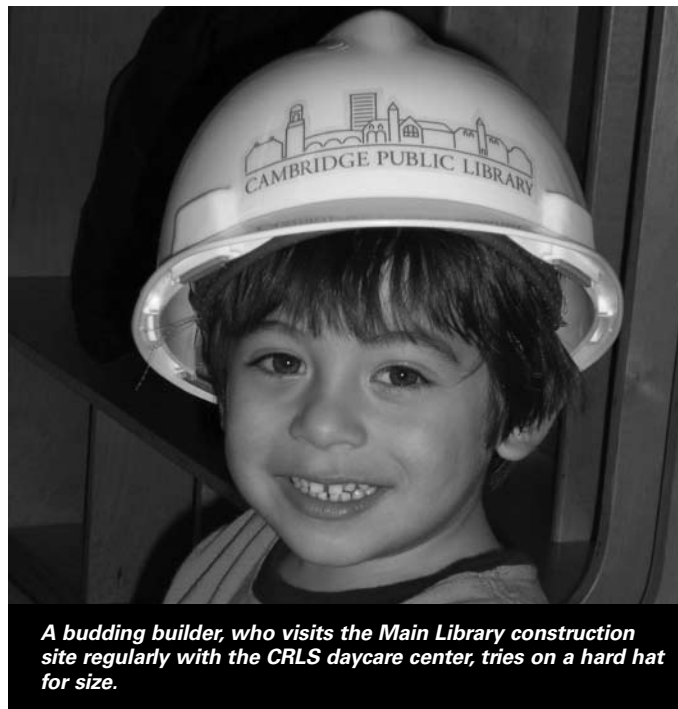
Susan Flannery, Director • 359 Broadway, Cambridge • 617.349.4040

CPL by the Numbers in FY07

- Library circulation increased 8% with a total of 1,017,721 items borrowed;
- Added 34,813 new books, compact discs, DVD's and other materials to the collection;
- Answered 198,064 questions;
- Registered 6,700 new cardholders for a total of 51,225 active borrowers;
- Processed 152,650 incoming and 67,854 outgoing reserve items, an 8% increase;
- Public Computer use increased 16% to 106,485 sessions;
- Programming increased 16% (2,557) and attendance increased 27% (57,601);
- Over 17,000 books were delivered to homebound residents, nursing homes, and senior housing, an increase of 54%;
- Offered 2,045 audio book titles in downloadable form;
- Provided access for 106,450 searches on online databases at the library and from home;
- Hits to the Library Web site: 1,165,519.

Highlights and Accomplishments

- Construction began on the Main Library expansion project following the selection of the joint venture of Consigli and J.E. White as general contractors.
- In a survey conducted by the City Council in September 2006, 69% of residents had used the Cambridge Public Library during the past 12 months. Twenty-six percent of respondents had used the library more than once a month. Thirty eight percent of the respondents rated library services as "excellent" and another 38% rated them "good." Since the Council began this biannual survey in 2000, the percentage of residents who rated library services as excellent has risen consistently for a total increase of 17 points.
- Houghton Mifflin Company selected the Cambridge Public Library to be the recipient of a donation in honor of Cambridge resident and esteemed author, Lois Lowry. The gift, which is to fund the Young Adult Lounge in the new Main Library, was given to celebrate the 2007 Margaret Edwards Award which Ms. Lowry received from the American Library Association at its annual conference in June.
- The library offered more book discussion groups than ever. There were daytime and evening groups, a Great Books group, groups that specialize in fiction or nonfiction, a "chick-lit" group, a parent/child group, groups for teens and pre-teens, as well as groups that cater to seniors. Librarians took book discussions "on the road" to assisted living facilities, cafes, and senior centers. Approximately 20 different groups are offered in a given month.
- Cambridge high school students completed 40-hour internships under the sponsorship of a Simmons College and Institute of Museum and Library Services grant (MassBLAST). The program aims to recruit a diverse population to the library profession by raising awareness about librarianship as a career, building job searching skills, and giving youngsters the opportunity to work in a library.



A budding builder, who visits the Main Library construction site regularly with the CRLS daycare center, tries on a hard hat for size.

- Library staff began offering basic computer instruction classes in the Rotary Technology Learning Center in Central Square. Classes include introductions to computer basics, word processing and E-mail as well as instruction in literacy software to improve English reading and writing skills.
- The Main Library senior exercise group led by volunteer Sylvia Piltch celebrated its 19th anniversary.
- The library offered a collection of DVD's in downloadable form which is accessible in the library or remotely.

Literacy Initiatives

- Participation in the summer reading programs *Dig into Books* (for pre-school through grade 5) and *STUFF* (for grades 6 and up) increased by 18% to 1,536. Youngsters read 52,312 books and *STUFF* readers clocked almost 5,000 hours reading. Eighty-five percent of *Dig into Books* participants said they read more in the summer because of the program. Seventy percent of the students who signed up for *STUFF* said they did so because they "liked to read."
- In a survey conducted at Family Fun Day, 84% of respondents said they had a library card.
- Children's librarians launched a campaign to ensure that all kindergarteners had a library card. Ten schools (Graham and Parks, King, Fletcher/Maynard, Baldwin, Tobin, Kennedy/Longfellow, Cambridgeport, Morse and King Open) were included in the first year's effort.
- In an effort to reach under-served children, bimonthly story times were initiated at 8 preschools serving low income children. Librarians read books, sang, and did finger rhymes with approximately 240 children in 15 classes. They also selected and delivered books to assist teachers with their curriculum. Some librarians even attended parent meetings. Preparation for the outreach

included a presentation about recent research on brain development and literacy by Lei-Anne Ellis, Literacy Coordinator of the Agenda for Children and discussion by staff members who had worked in Head Start and the field of early childhood education.

- Newbery Medal winner Linda Sue Park and poet Janet Wong spoke to Cambridge Public Schools students during the school day and to local families at the library in the evening.

Special Events

- The Cambridge Public Library was an active participant of the Cambridge Science Festival offering over 17 events throughout the week. Programs focused on global warming, astronomy, botany and optics. A highlight was the presentation by Joe McKendry about his book *Beneath the Streets of Boston*, an illustrated look at the development and construction of the Boston subway system.
- The Friends of the Library presented Karl Haglund, author of *Inventing the Charles River*, at their annual meeting which was held at the Cambridge Water Department's facility at Fresh Pond.
- The *Cambridge Reads* program featuring *Mountains Beyond Mountains: The Quest of Dr. Paul Farmer, a Man Who Would Cure the World* was an overwhelming success. Circulation of the book, active book discussions, and community participation was enthusiastic. Dr. Paul Farmer and Tracy Kidder delighted CRLS students during the day and captivated a capacity crowd at Sanders Theater in the evening. The Brattle Theater screened Jonathan Demme's *The Agonomist* and the Central Square Branch hosted a Haitian Cultural Festival.

Honors

- The Massachusetts Library Association presented the CPL with four Public Relations Awards at its annual conference in May. The library received first prize in the "event" category for its promotional efforts around the relocation of the Main Library. It also received first prizes in the "newsletter" category for *On and Off Broadway* and in the "summer reading program" category for "Dig into Books." Cambridge Reads, the citywide community reading program based on *Mountains Beyond Mountains*, was awarded third place.



Students practice their English language skills with their tutor.



The Charles family searches the online catalog at The O'Connell Branch Library.

- Trustee Andre Mayer was one of five trustees in the Commonwealth to be appointed to the Massachusetts Board of Library Commissioners' State Aid Review Committee.
- Children's Librarian Julie Roach was selected to be a judge for the prestigious Horn Book Awards.

Boudreau Branch

- Borrowers checked out 85,984 items and program attendance grew by 21%.

Collins Branch

- Former CPL staff member and archaeologist Sherry Harley led neighborhood children on an excavation in the back yard of the branch.

Central Square Branch

- Activity at the Central Square Branch increased dramatically. For the first time in its history, circulation exceeded 100,000. Borrowing went up 40% for a total of 115,371 checkouts. Programming increased 44% and attendance grew by 60%.
- The Literacy Project hosted a panel discussion on "Immigration 2006: Facts and Fiction".

O'Connell Branch

- Neighborhood resident and author Hazel Arnett spoke about her book *Converso*, which chronicles three generations of the Hendricks (Henriques) family.
- The East Cambridge community dedicated two benches in front of the library in memory of Hugo Salemme and Thomas Weed.
- Circulation topped 52,000 and program attendance increased by 31% to 6,555.

O'Neill Branch

- Stephen Surette and Leslie Oliver spoke about their new publication, *Growing Up in North Cambridge*, a journal of stories from the 1920's to the 1960's.
- Michael Buckley, author of the popular Sisters Grimm series spoke to the local youngsters about his writing techniques and what it's like to be a writer.
- Circulation grew by 11% for a total of 92,597 checkouts and program attendance increased by 51%.

Valente Branch

- Over 5,000 individuals attended the 230 programs that were offered throughout the year. Highlights were a presentation by local resident Osni Teodoro de Souza who spoke about his new book *Aos Olhos da Sociedade* and the annual celebration of the Manuel Rogers, Sr. Center for Portuguese Culture and Studies which included poetry, music and dancing by local school children and a reading by the authors of Portugal Pioneiro da Globalizacao, Tesseleno Devezas and Jorge Nascimento Rodrigues.

"Your library is great! The staff helpful, congenial, and knowledgeable". -Anonymous donor



A local youngster enjoys a good book at the O'Neill Branch Library.

License Commission

Richard V. Scali, Chairman • 831 Massachusetts Ave, Cambridge • 617.349.6140

The Cambridge License Commission, comprised of a civilian Chair, the Fire Chief and a Police Department representative, is responsible for issuing licenses and enforcing rules, regulations, local ordinances and state laws that regulate the sale of alcoholic beverages, the operation of restaurants, package stores, hotels, entertainment, taxicabs and drivers, parking lots, garages, peddlers, lodging houses and other individuals and establishments in the city as well as the Pole and Conduit applications and Noise ordinance enforcement.

The front office staff continued to dedicate much of its time to renewing and issuing annual and special one-day licenses that accounted for over \$1.9 million in revenue, funding the complete cost of operations for the Commission's office and field investigators.

Highlights and Accomplishments

- The Cambridge Alcohol Advisory Board (CLAB), with support from the License Commission, produced the fourth annual Taste of Cambridge event, which featured 55 Cambridge restaurants, hotels, and breweries, was attended by over 1,200 guests and

raised over \$35,000. A significant portion of the proceeds went to BARC (Boston Area Rape Crisis Center) and Transition House.

- The Accessible Cambridge Taxi (ACT) Program continued during its third year to serve elders and persons with disabilities in Cambridge and adjoining communities. The program is administered by Cambridge Cab, which installed an updated telephone system to better serve the community.
- Successfully completed the first full season of alcohol and food service on patios. Twelve restaurants and hotels applied for and were granted permission to use dedicated City sidewalk space.
- Held hearings and voted to amend the alcohol CAP policy to allow area to area license transfers and to increase the capacity for food oriented restaurants.

Mayor's Office

Kenneth E. Reeves, Mayor • City Hall • 617.349.4321

Kenneth E. Reeves was elected Mayor of Cambridge following the 2005 City Council election and assumed office on January 2, 2006. This is his third time serving as Mayor for the City of Cambridge.

PURPOSE & OVERVIEW: The Mayor is selected by the City Council from among its membership to serve a two-year term. In the City of Cambridge, the Mayor serves as Chairperson for both the City Council and the School Committee. As the official leader of the City, the Mayor fulfills political, ceremonial and community leadership functions on behalf of the City.

ADMINISTRATION: The Mayor's Office is a significant center of governmental leadership in Cambridge. The Mayor, Vice Mayor and City Councillors work together to serve the various needs of the city. Teamwork is a theme of the current Mayor's Office and the goal is to be responsive to the requests of citizens, guests and to work with City Councillors to provide the best representation possible. The Mayor's staff responds to requests for jobs, housing assistance and school related matters.

GOVERNMENTAL RELATIONS: The Mayor attends a variety of conferences and participates in municipal and educational policy bodies. The current Mayor participates in the U. S. Conference of Mayors, the National Conference of Black Mayor's, the National League of Cities, the International Gay and Lesbian Elected Officials (INGLO), the National School Board Association, the Black A.I.D.'s Institute, the Congressional Black Caucus Annual Meeting, the National Association of School Boards Association and the Children's Defense Fund. The Mayor is also a member of the Massachusetts Mayor's Association and the Massachusetts Municipal Association.

CEREMONIAL FUNCTIONS: The Mayor's Office hosts and organizes many ceremonial and social public events. The largest events include an annual holiday party in December and two celebrations for Cambridge seniors in conjunction with Harvard University and the Massachusetts Institute of Technology in spring and summer. Each month of the year has its own special theme and events, which are coordinated with or by the Mayor's Office. For example, there is a month-long Black History celebration coordinated in conjunction



Mayor Kenneth E. Reeves chats with a couple of guests at the annual Senior Picnic.

with the Employees' Diversity Committee, a Women's History Month celebration, St. Patrick's Day Luncheon, Italian Heritage Month, a Holocaust Remembrance, Dance Month celebration, a Gay Pride Breakfast, Fair Housing Month, Student Art Exhibits and many other events. Each occasion celebrates Cambridge's diversity and the rich heritage of the city's many groups. The Mayor's Office also worked with the Massachusetts Biotech Council to promote Cambridge at the BIO 2007 International Convention in May 2007.

COMMUNITY LEADERSHIP: It might be said that the Mayor's most important function is to generate and promote unifying structures throughout the city. In order to achieve this goal, the Office of the Mayor when public sentiment calls for it, appoints commissions or task forces, which pursue policy discussions about issues which are of concern to our citizens. The Community Leadership Fund is used for printing, mailing and other organizational and public information related expenses. Also included in this section is funding for the Sister Cities Program, which maintains relationships and fosters exchange between the City of Cambridge and six cities around the world.

FY08 GOALS: This year, the Mayor's Office participated in an internal goal setting process to choose several initiatives that the office can undertake for the balance of the 2006-07 City Council term. The chosen initiatives are to:

- Co-Chair, with the City Manager, a citywide Committee on Neighborhood Safety.
- Focus on the achievement gap, serious science/math vigor in the Cambridge Public Schools.
- Focus on Cambridge's Baby Boomers and support for Cambridge retirees' lifestyles and living options.
- Envision a new square in Central Square.
- Focus on Cambridge's planning and zoning pitfalls.
- Focus on Criminal Offender Records Information and re-integration of ex-offenders into the community.
- Promote greater civic engagement by high school and area college and university students.



Mayor Reeves (far right) with renowned legal scholar, author and Harvard Law Professor Charles Ogletree, and Cambridge seventh-grader Khalil Flemming, who performed a dynamic rendition of Martin Luther King Jr's famous "I have a Dream speech" during the 2007 Black History Month celebration.

Peace Commission

Cathy Hoffman, Director • 51 Inman St., Cambridge • 617.349.4694

The Cambridge Peace Commission's mission is to promote peace-making within Cambridge, at the personal, neighborhood and city-wide level. Originally established in 1982 to confront the concerns of nuclear war, the Commission has expanded its mission to challenge local forms of discrimination that foster violence and to promote ideas and programs that affirm diversity and build community within our city. Dedicated to the concept of thinking globally and acting locally, the Commission connects international issues with Cambridge. The Commission is a resource linking peace organizations, social justice efforts, anti-violence coalitions, communities and the municipal government. Its unique presence in Cambridge City government marks the City as a beacon for innovative, creative and inclusive approaches that value an engaged, informed and concerned citizenship.

Highlights and Accomplishments

Addressed violence and promoted peace and justice in schools by:

- Working with the Peaceable Schools Group to organize the 15th annual Summer Institute "What is possible" with tools, information and relationships for leadership excellence and equity.
- Introducing restorative justice principles and practices to staff and students through a series of presentations, meetings, summer workshops and a 5-part introductory series with CRLS staff, students and community people to evaluate different models and pilot ideas of circles and panels.
- Working with CRLS administrators, guidance personnel and the School Committee creating policy, a presentation and resources on military recruitment to ensure full student and parent "choice" and a model for state regulations.
- Coordinating the Youth Peace and Justice Corps (PJC) staff and student leaders, a project of diverse CRLS students equipped with skills, relationships, awareness and action for self-esteem, social justice and peace through meetings, reunions, retreats and opportunities for networking. Presented a series of workshops with CRLS classes on roots of violence and participated in the Forum on Discrimination.

Worked to promote peace and justice locally as the alternatives to violence by:

- Working with youth centers, youth workers' network, police and neighbors to promote awareness and materials for alternative methods for addressing community harm and securing a grant for a pilot Restorative Justice initiative involving community conversations on peacebuilding.
- Participating in an informational session about the use of Tasers by the police.
- Collaborated with faith-based, peace and community members on educational on the principles and practices of nonviolence, non-violent communication and "The Metaphor Project."
- Sponsoring a City Council presentation from Families for Peaceful Tomorrows on the 5th anniversary of 9/11.
- Reviving the Disarmament Action Network, hosting walkers on climate change and disarmament.
- Participating in the Psychology of Peace summit to create a master's program in peace psychology.



Hundreds of people formed a human peace symbol during Cambridge Peace Day in June commemorating the Cambridge Peace Commission's 25th Anniversary.

- Supporting Community Crisis Response Team (CCRT) of the Cambridge Health Alliance, a volunteer team helping individuals, families and neighborhoods respond to violence and trauma.

Fostered peace through building bridges by:

- Celebrating the 10th annual Peace and Justice Awards Evening with more than 300 Cambridge residents honoring a diverse selection of local contributors to the community with a posthumous tribute and remarks from Charles Ogletree.
- With communities of faith, school personnel and City staff, coordinated the annual Holocaust Program of music, remembrances, a reading by diverse community representatives and special remarks about the history of the Romani persecution.
- Collaborating with Cambridge youth groups, community members and local artists for a citywide event for Martin Luther King's birthday, with a vigil, community gathering and performances to celebrate peace making in a time of war.
- Networking with neighborhood, human rights and peace organizations for educational on the Hibakusha, Iraqi women, Ethiopia, Nonviolent Peaceforce, a monthly video series at the library on themes of militarism, social justice, peace and women and co-producing a Holly Near concert.

Acted locally for global concerns and globally for the community by:

- Organizing activities in commemoration of the 20th Anniversary of Cambridge's Salvadoran Sister City agreement. This included a 10-day visit by community representatives from San Jose las Flores for meetings, presentations and exchanges with state and City officials, university and school classes, community, church and solidarity groups and Salvadoran organizers. A public education event, concert and media appearances also drew attention to the Sister City accomplishments and a national campaign to stop exploitive gold mining.
- Working with City departments and community members to design materials and events with "An Inconvenient Truth" addressing concerns and actions about environmental degradation.
- Supporting a community effort to design and carry out a youth-centered reforestation project in Arniquet, Haiti.

Peace Commission

Page 2 of Peace Commission

- Promoting a facilitated dialogue on the Middle East amongst conflicting perspectives. "Seeking Higher Ground" is now being used as a model for other communities; creating support for a community ad: *"We Stand with Human rights, Peace-building and Recognition of our common Humanity and supporting an interfaith Prayers for Peace gathering."*
- Explored Sister City presentations with delegation from Southwark, England and Hue, Vietnam.
- Supporting people to people initiative with Bethlehem to foster exchanges based on real stories and human faces of Palestinians to promote humanitarian efforts.
- Acting as a clearinghouse and resource to community members, peace organizations and agencies on strategies and materials that support peace-making and nonviolence.

In recognition of the 25th anniversary of the Cambridge Peace Commission, the City Council declared Cambridge as a "City of Peace" in the year 2007. The Commission has reached out to all of Cambridge -- community groups, civic institutions, businesses, families, faith communities -- and its public institutions and City departments to make connections to peace building through activities, exhibitions and resource sharing. A banner declaring Cambridge as a City of Peace in 7 languages,

poster and bumper stickers have extended the message.

On June 2, Cambridge celebrated Peace Day at City Hall and the Senior Center offering opportunities for all ages with performances of music, poetry, dance, spoken word and theater; participation in making peace cranes and flags, learning healing arts, dialogue, and acting; and exhibits and resource tables with community, agency and peace and justice resources. Volunteer performers included Delisile, Jimmy Tingle, CRLS Jazz Ensemble, Senior Center Chorus, Underground Railroad Theater and True Story Theater. Peace Day concluded with more than 200 people forming a human peace sign on the lawn of City Hall and sharing their expressions of peace making.

The Commission is the recipient of a series of bequests and a Peace Millennium Award its work over the past 25 years and was recently featured in *The Cambridge Life Magazine* and the citywide *CityView* newsletter.



Personnel

Michael Gardner, Director • City Hall • 617.349.4332

The Personnel Department is responsible for a wide variety of functions in support of the City's employees and retirees, including assisting other City departments with recruitment and selection, employee orientation, civil service regulations, classification and pay, personnel policy development and administration, benefits, employee relations and employee development.

Personnel staff administers all insurance, pensions and workers compensation and other benefit programs sponsored by the City. The staff also interacts with City employees on a variety of individual concerns including health and life insurance claims, credit references, retirement planning, injuries on the job, fair treatment, job bids for promotions or transfers, civil service examinations, tuition reimbursement and in-service training opportunities. The Department is the collector and keeper of all the records necessary to administer employee and retiree benefit programs.

The Personnel Department ensures compliance with all applicable City, state and federal laws governing the treatment of employees in the workplace. The Department is charged with the responsibility of representing the City's interests in collective bargaining with the 10 unions that represent City employees. The Department supports the City Manager in his role as a member of the School Committee for collective bargaining purposes with School Department employees. Support is provided to other City departments with ongoing labor agreement interpretation and administration, including grievance and arbitration representation.

Services to City departments include processing recommendations for personnel actions, maintaining the central computer database for personnel/payroll, and tracking benefits subscriptions as well as time off earned and used. The Department also provides assistance in writing job descriptions, posting job vacancies, and coordinating external recruitment campaigns. The Department serves as a resource in areas of management and staff development, and offers tuition reimburse-

ment and both voluntary and mandatory training programs to employees on a variety of topics.

Highlights and Accomplishments

- Expanded recruitment sources to include online career sites, targeted professional networks, college employment centers and other new media.
- Continued to present an assortment of mentoring and staff development programs to employees at a variety of career levels.
- Delivered Preventing Sexual Harassment training programs for managers and supervisors.
- Partnered with the Affirmative Action Director and Police Department to recruit a diverse pool of applicants for the 2007 entry level police exam.
- Increased availability of policies and widely used forms on the City's Intranet.
- Implemented new health insurance contribution levels for non union employees and employees covered by certain collective bargaining agreements.
- Assisted the School Department in completion of their collective bargaining with various units.
- Conducted a health insurance open enrollment specific to Medicare eligible retirees and spouses, to coincide with Center for Medicare Service timetables.
- Collected data to complete the Other Post Employment Benefits (OPEB) actuarial study.
- Coordinated recruitment campaigns and screening processes for several City positions, including Police Commissioner.

Police

Robert C. Haas, Police Commissioner • 5 Western Ave., Cambridge • 617.349.3300

The Cambridge Police Department (CPD) is committed to providing the highest level of professional police service while respecting the constitutional rights of every person living in or visiting the jurisdictional boundaries of the City of Cambridge. The Department uses modern approaches to community policing philosophy and techniques to decrease crime and improve the delivery of services to the community. A major goal of the Police Department is to involve citizens, neighborhoods and police in the formulation of policy, policing strategies and the continued implementation of community oriented policing to combat crime and the undesirable elements associated with crime.

CPD Division Overview and Highlights

Office of the Commissioner

The duties and responsibilities of the Office of the Commissioner consist of numerous tasks relative to the effective operation of the Police Department and planning for the future. Investigation of citizen complaints about the conduct of police officers and staff investigations remain the primary responsibilities of the Quality Control Section. However, as the Department strives to improve, this unit conducts various audits of our procedures to test the quality of service that we provide. The Legal Advisor assists the Commissioner with policy and analysis of citation data in order to provide information to the community regarding traffic stops. In addition, the Legal Advisor provides training and compliance monitoring that is conducted in order to ensure accountability. The Public Information Office supports the Office of the Commissioner by providing public relations support, distributing the Department newsletter and acting as a liaison with outside agencies and various media outlets. The Planning, Budget & Personnel Office's primary responsibility is to support the Commissioner in maintaining sound hiring practices, budget preparation, setting strategy, planning and reinforcing our system of accountability. Our major goals over the next few years will consist of transitioning into the new Robert W. Healy Public Safety Facility and a vision plan for the future that will ultimately improve the quality of service to the citizens and position the Department to obtain long-term goals identified by various stakeholders and improve the quality of life for the citizenry of Cambridge.

Highlights and Accomplishments

- In calendar year 2006, the Cambridge Police Department responded to approximately 100,000 calls for service. There were 130 reported incidents of use of force. This is a very low number and when force is used, it typically occurs on the lower end of the force spectrum, involving grabbing or tugging at a suspect in order to apply handcuffs.
- The 5th Annual Employee and Recognition Awards Program was held at M.I.T Kresge auditorium. Officer Devon Brooks was named "Officer of the Year" and Detective Joseph Murphy was named "Detective of the Year."
- Held a promotion ceremony, elevating two employees to a higher rank with the approval of City Manager Robert W. Healy. The following officers were promoted to the rank of Lieutenant: Sergeant Steven A. Ahern and Sergeant Steven DeMarco.
- Successfully hired 8 Police Officers that will be graduating from the Lowell Police Academy in November 2007.

Operations Division

As the Department's primary and most visible staff resource, this Division is responsible for the suppression and prevention of crime, the apprehension of offenders, the recovery of stolen property, the regula-



Pictured Front Row (l to r): Cambridge Police Department Superintendent Dave Degou, Nelson Albandoz, Officer Joseph Kelly, Jack Loder and his grandson, John, 5. Back row (l to r): Mayor Kenneth E. Reeves and Police Commissioner Robert C. Haas.

tion of non-criminal activity and the maintenance of peace in the community. The Operations Division is divided into Day Patrol, Night Patrol, Selective Enforcement and Community Relations.

The Selective Enforcement/Traffic Unit performs specific assignments relating to truck restrictions, traffic, pedestrians and bicyclist safety and parking enforcement. Traffic Supervisors are responsible for the safety of school children at various intersections and locations throughout the city. The function of the Community Relations Section is to elicit the community's participation in identifying problems and solutions. The Department establishes partnerships by developing liaisons with formal community organizations, business groups and other community groups. These partnerships assist the Department in improving practices that relate to community policing, by conveying information to the community as well as transmitting concerns from citizens to the Department. The Bicycle Patrol Unit patrols various areas of the City and assists in community outreach through crime prevention programs, bicycle safety awareness and self-defense classes. The School Resource Officers (SRO) are assigned to each public school to provide daily contact for students, staff and parents. In addition, the SRO provides crime prevention programs to students and acts as a liaison with the Department on safety issues. The Cambridge Police Department is committed to the concept of reducing crime through proactive crime prevention and open communication.

Highlights and Accomplishments

- The Community Relations Section coordinated the Department's 15th Annual Open House. The open house is presented in conjunction with the National Law Enforcement Memorial Week. This weeklong event highlighted exhibits, presentations and demonstrations by various units of the Department that culminates at week's end with a barbeque and police auction. This annual event provides community members and police officers an opportunity to interact in an extremely positive environment.
- The Selective Enforcement Unit and the Patrol Division distributed over 4,000 Points for Safety brochures to educate motorists, pedestrians and bicyclists on safety while conducting targeted enforced crosswalk violations; conducted selective traffic enforcement in all areas of the city. The Unit also performed over 900 Child Safety Seat Inspections. These inspections consist of Selective Enforcement

Officers instructing parents on the proper installation of car seats to ensure maximum safety. In collaboration with the Governor's Highway Safety Bureau (GHSB), the Selective Enforcement Unit performed various mobilizations throughout the year to educate motorists on the "Click it or Ticket It," "You Drink & Drive. You Lose," "Drunk Driving: Over the Limit. Under Arrest" and other enforcement campaigns.

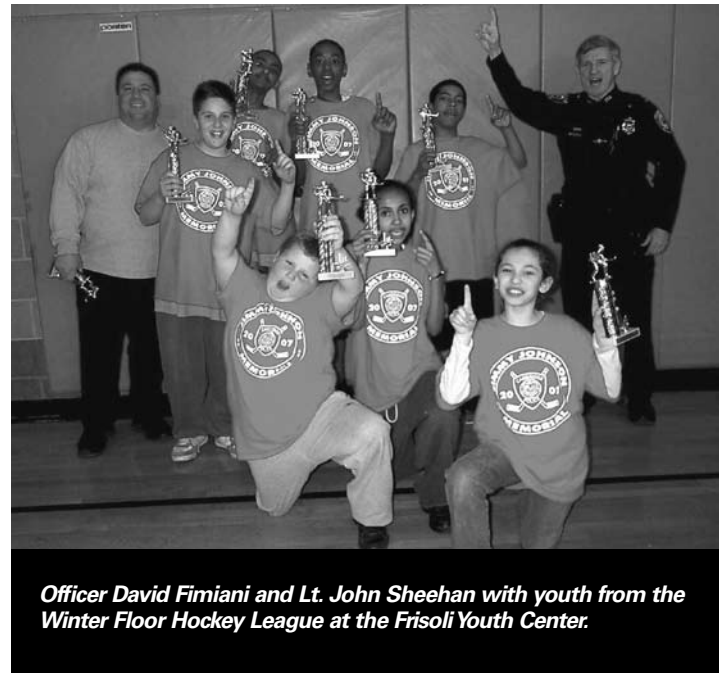
- We are actively engaging youth in the community to participate in programs that are sponsored by the Cambridge Police Department. The Department conducted the 4th Annual Area IV Youth Academy that has been successful in getting youth involvement from the Area IV community and providing an opportunity for youth to see what law enforcement is about. In addition, the department participated in the first Youth Fitness Buddies Program that focused on 5-2-1 healthy living guidelines along with a literacy component.
- The Department awarded 35 community mini-block grants to recognized community groups to hold various events, such as neighborhood clean-ups, beautification projects, safety walks and block parties. These grants are awarded to encourage collaboration with the Department, enhance relationships and increase awareness in the community.
- The officers of the Uniformed Patrol Section have continued the "Safe Parks" initiative. Bicycle Officers have been assigned both days and evenings, to all City parks and playgrounds and other targeted areas to increase visibility. Those parks that have historically been the site of reported crimes were targeted in particular. This endeavor has been successful as evidenced by the absence of drug and criminal activity overall in various locations throughout the city.

Support Services Division

The Support Services Division consists of the Administration Unit, Training Unit, Major Crime Unit, Narcotics Unit, Detail Office and Technical Services Unit. This division is responsible for supporting the daily operations of the Department. The Administration Section processes and coordinates departmental support services such as



School Resource Officer Nicole Pacheco participating in the Girl's T-Ball League.



Officer David Fimiani and Lt. John Sheehan with youth from the Winter Floor Hockey League at the Frisoli Youth Center.

records, details (off-duty employment), fleet maintenance, property and identification. The Training Unit coordinates all training for sworn and non-sworn personnel throughout the year to ensure all certifications are current. In-service training is conducted twice a year along with other specialized training that continues throughout the year.

The Major Crime Unit includes all investigative functions of the Department. The Major Crime Unit detectives investigate all serious crimes committed within the City including murder, rape, robbery, aggravated assault, burglary and felony larceny. The Special Investigation Unit is responsible for conducting investigations into violations of Controlled Substance laws as well as prostitution and gambling offenses. The Technical Services/Crime Analysis Unit carefully reviews all information including crime reports, calls for service, arrest reports, and notices from other agencies received by the Police Department, looking for crime phenomena such as series, sprees, hot spots and trends. Once such a problem is identified, the Unit disseminates this information to the rest of the Department. Patrol and Investigative Commanding Officers use this information to develop strategies to address any emerging or ongoing crime problems. The Unit is also responsible for maintaining the Department's computer systems infrastructure and radio system.

Highlights and Accomplishments

- The 3,753 serious crimes reported in Cambridge in 2006 represent the City's lowest Uniform Crime Reporting Index number reported to the FBI in over 40 years. This number corresponds to a decrease of 61 incidents from the previous year. The City of Cambridge has recorded fewer than 4,000 serious crimes only three times since 1960. Further analysis indicates that property crime (burglary, larceny and auto theft) remained relatively unchanged in Cambridge in 2006. The Crime Analysis Unit published the 2006 Annual Crime Report and Neighborhood & Business District Crime Profiles. The focus of the report is on the five target crimes the

Crime Analysis Unit monitors to establish thresholds and to forecast potential crime trends. Data on drug arrests, ongoing crime trends, community concerns and crime projections can be found in the year's review for each neighborhood. Additional information can be found on the Web site at www.cambridgepolice.org.

- The Cambridge Police Domestic Violence Unit co-hosted with Transition House and the Department of Public Health, a community event to remember victims and survivors of domestic violence and advance awareness of domestic violence in our community. The event consisted of the traditional "Break the Silence Rally," distinguished speakers and a candlelight vigil to remember those who lost their lives at the hands of domestic violence. The Department sponsored the Silent Witness Exhibit, which was put on display at City Hall, and spread to other departments for display throughout the week. This event was held in honor of Domestic Violence Awareness Month and was facilitated by the City of Cambridge Domestic Violence Core Group.



Cambridge Police Officers participating in the Memorial Day Parade on May 28, 2007 in support of veterans and current military personnel serving in the armed forces.

Police Review & Advisory Board

Quoc Tran, Director • 51 Inman St., Cambridge • 617.349.6155

The Cambridge Police Review and Advisory Board (PRAB) was established in 1984 by City Ordinance. The primary function of PRAB is to review Police Department policies, practices and procedures and to investigate and adjudicate complaints brought by individuals or police officers against the Police Department or other police officers.

The Police Review and Advisory Board consists of five civilian residents of Cambridge. The role of PRAB is as follows:

- to provide for citizen participation in reviewing Police Department policies, practices and procedures;
- to provide a prompt, impartial and fair investigation of complaints brought by individuals against police officers in addition to complaints by departmental employees against the Police Department;
- to ensure that citizen complaints against members of the Cambridge Police Department are handled in a timely, thoughtful, methodical and decisive way and that the Board's determinations are even-handed, through unbiased investigations.

Highlights and Accomplishments

- Continued an information sharing and case review process with the Police Department's Quality Control Office thus helping expedite case investigation at both agencies.

- The Executive Director and the Investigative Liaison continue to review and monitor the investigation of complaints filed at the Police Department Quality Control Office.
- A Board member and the Investigative Liaison attended the National Conference for Civilian Oversight and Law Enforcement Boards to learn about investigative techniques and programs used by other Boards.
- Collaborated with the Cambridge Police Department and the Northeastern University Institute on Race and Justice to hold a public forum on Racial Profiling. Over 100 Cambridge citizens and public officials attended.
- Continue to work closely with Human Rights Commission outreach programs.
- PRAB continues to be a resource for communities that want information to help establish their own PRAB. The Executive Director and the Investigator attended various training seminars, community meetings and lecture forums on behalf of PRAB.

Public Health

Claude-Alix Jacob, MPH, Chief Public Health Officer • 119 Windsor St., Cambridge • 617.665.3800

Cambridge Public Health Department is a municipal health agency operated by Cambridge Health Alliance through a contract with the City of Cambridge.

The Department's mission is to improve the quality of life of residents and workers by reducing sickness and injury; encouraging healthy behaviors; and fostering safe and healthy environments in homes, schools and workplaces. Service areas include communicable disease prevention and control, epidemiology, school health, environmental health, emergency preparedness, health promotion and regulatory enforcement.

The Department is advised by the Cambridge Public Health Subcommittee, the Joint Public Health Board and the City Council's Health and Environment Committee.

Highlights and Accomplishments

Community Health

- The Agenda for Children Literacy Initiative distributed 3,259 books to families; organized 41 events attended by 447 parents and children; and educated 946 new mothers. Staff gave professional development workshops to 42 Spanish-speaking family child-care providers, and co-sponsored the sixth annual Caring for Babies Forum. In addition, the program was awarded a \$45,000 grant to pilot an expanded version of the *Let's Talk* campaign in two U.S. cities.
- The Healthy Living Cambridge initiative and its partners: (1) received a \$95,000 grant to pilot a bilingual healthy lifestyle program for young Latina women; (2) launched the Cambridge Youth Sports Commission, organized a family fitness expo and improved the *Cambridge Moves* physical activity guide; and (3) implemented Cambridge Fitness Buddies at six sites. Fitness Buddies received a 2007 Model Practice Award from the National Association of County and City Health Officials.
- Provided dental screenings to 2,251 children (grades K-4) in 14 elementary schools. About 31% of children were referred for treatment, of whom 4% required urgent care. Staff also gave pediatric oral health instruction to more than 80 parents of young children.
- Provided domestic violence trainings to hospital workers, women's groups, and domestic violence advocates, and helped organize a rally and candlelight vigil at City Hall.
- Helped launch a Cambridge-Somerville initiative in which immigrant and bilingual parents were trained to provide guidance to families with children who have substance abuse problems or behavior issues.

Environmental Health

- During inspections of the City's tobacco vendors, the rate of sales to minors was 5.1%. The state target is 10%.
- The Healthy Homes childhood asthma program conducted 207 home visits to families of young children with asthma and provided information about asthma and lead poisoning prevention to residents, housing advocates and other groups. In March 2007, Healthy Homes and Network Health launched a Medicaid-funded pilot reimbursement program that serves a group of Network Health asthma patients.
- Met with residents, businesses and City leaders to address environmental health concerns at the North Point development, the

Harvard Street Park, the old Mahoney Gardening Center, the 303 Third Street excavation and development, and other sites.

- Participated in public meetings about increased rodent and bed bug activity in Cambridge, and co-sponsored the Greater Boston Bed Bug Conference.
- Assembled a committee to develop recommendations for regulating local nanotechnology activities, and co-organized a conference at MIT on risk assessment of nanomaterials.
- Worked with Cambridge pharmacies to set up public needle disposal containers in response to an amended state statute that now permits needles to be sold over-the-counter.
- Licensed 60 biotechnology labs; 24 massage establishments and 200 practitioners; and one body art establishment and 36 practitioners.



Emergency preparedness staff helped organize Operation Poseidon, a Homeland Security-sponsored drill that simulated a "dirty bomb" explosion at the CambridgeSide Galleria. Pictured above: A volunteer victim arrives at The Cambridge Hospital after the "explosion."
(Photo by Bob Murphy)

Emergency Preparedness

- Emergency Preparedness Region 4b, coordinated by Department staff, was recognized as "Public Health Ready" by the National Association of County and City Health Officials. The region's 500-page application included an emergency operations plan, a workforce training plan and an exercise plan.
- Created a family preparedness brochure that was mailed to all Cambridge households and gave related presentations to the community.
- Helped organize Operation Poseidon, a full-scale Homeland Security-sponsored exercise that simulated a mass casualty incident at the CambridgeSide Galleria.
- Coordinated recruitment activities for the newly created Region 4b Medical Reserve Corps, which has 1,685 volunteer members, including 155 Cambridge residents.
- Continued to work with City departments and local universities to review plans for emergency dispensing sites (EDS) and developed a series of pictograms designed to promote universal access to EDS services.

- Partnered with Boston University School of Public Health to expand a Regional Epidemiologic Services Center that assists 27 communities (including Cambridge) in analyzing health data and responding to communicable disease outbreaks.
- Continued to prepare Cambridge Health Alliance staff for a range of possible emergencies and disasters.
- Advocated for a public health mutual aid agreement that has been signed by 20 communities, including Cambridge.
- Produced a white paper on regionalizing local public health services in Massachusetts, which was presented to 15 emergency preparedness coalitions and five professional organizations.

Public Health Nursing

- Vaccinated about 3,000 people at free flu clinics held at senior housing complexes, homeless shelters and other locations.
- Followed up on about 300 communicable disease cases, and continued to serve as care managers for patients with active tuberculosis. Epidemiology staff continued to monitor disease trends and emergency department data for unusual activity.
- Started a twice weekly vaccination clinic at the Health Department at which at-risk individuals receive free hepatitis, flu and pneumonia vaccines, as well as tuberculosis skin testing, without an appointment.
- Louise Yvette Charles, RN, received the 2007 Excellence in Nursing Award from the New England Regional Black Nurses Association. Bonnie Johnston, RN, received the 2007 Public Health Nurse Award from the Massachusetts Association of Public Health Nurses.

School Health

- 99% of entering kindergarteners met state vaccination requirements in 2006. The remaining 1% had exemptions.
- Continued to coordinate all aspects of the school-based healthy weight program. Activities included making the annual "health and fitness progress report" more accessible to non-English-speaking families; introducing fresh vegetable dishes and healthier entrees, breads and cereals in all public schools; and evaluating school menus for trans fat and locating alternative products.
- CPS students made 39,930 visits to school nurses. Of these visits, only 4% resulted in dismissal for illness, 0.3% for injury and 0.1% for emergency care.



A brave youngster shows off her Band-Aid after receiving a free flu shot from a public health nurse. (Photo by Suzy Feinberg)





Three friends light candles at the Oct. 3 rally and vigil against domestic violence at Cambridge City Hall. (Photo by Suzy Feinberg)

- Increased access to vision care and eyeglasses to children of families in financial need.
- Gave an emergency preparedness training to principals, administrators and school nurses from 15 Cambridge nonpublic schools.

Be Prepared. Plan Ahead.

Emergency Preparedness Begins At Home



 City of Cambridge

Staff produced a free guide for Cambridge residents called "Emergency Preparedness Begins At Home." The easy-to-follow guide helps families prepare for a range of emergencies, from hurricanes and blizzards to a flu pandemic and acts of terrorism. For a free copy, call 617-349-4339 or go to www.cambridgepublichealth.org/publications.

Other Activities

- Claude-Alix Jacob was hired as the new Chief Public Health Officer for the City of Cambridge in April.
- Produced the 2007 Cambridge Public Health Assessment, which was mailed to 16,000 Cambridge households and published electronically.
- Worked with City leaders, nutrition experts and restaurants to develop strategies for addressing the use of trans fat in Cambridge food establishments.
- Created public service announcements on emergency preparedness, domestic violence, bed bugs and walking.

Public Works

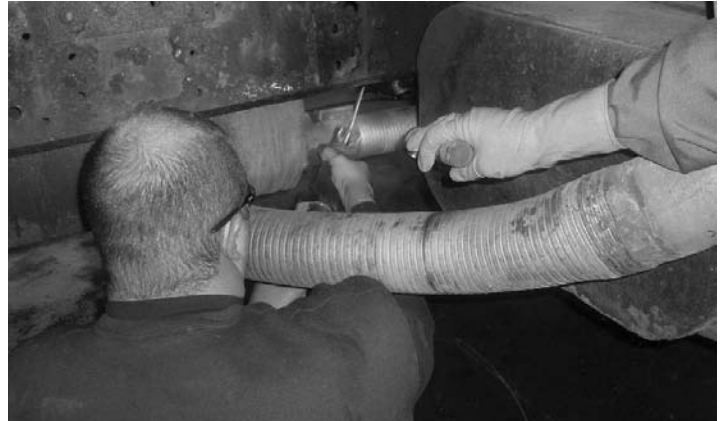
Lisa Peterson, Commissioner • 147 Hampshire St., Cambridge • 617.349.4800

The Cambridge Department of Public Works (DPW) is a full-service organization that provides essential services to residents of Cambridge. Operating within the framework of the City Council's goals, the DPW provides dependable, high quality and accessible service maintaining, improving and expanding a safe, healthy, attractive and inviting physical environment. The Department supports the infrastructure of a vibrant community through comprehensive planning, scheduled maintenance, collaborative efforts, the provision of information, and emergency preparedness and response. The Department's responsibilities include:

- Maintaining streets, sidewalks, parks, playgrounds, public squares, City vehicles/equipment;
- Public building construction and maintenance (*excluding schools*);
- Engineering, construction services and contract administration for City projects;
- Managing sanitary sewer collection and storm water drainage systems;
- Collecting rubbish and providing curbside and drop-off recycling programs;
- Caring for the City's 15,000 trees and managing the Cambridge Cemetery;
- Enforcing litter, rubbish, snow and sewer ordinances; and
- Providing 24-hour emergency response services, including rapid response to natural disasters and inclement weather conditions.

Highlights and Accomplishments

- Administered over \$134 million in capital projects and a \$25.4 million operating budget.
- Improved the efficiency and effectiveness of engineering, construction and street and sewer maintenance functions through a restructuring of three divisions. Integrated engineering and construction functions for sewers and streets into the Engineering Division and consolidated the street and sewer maintenance functions into one maintenance division.
- Completed the Yerxa Road Underpass construction project which included extensive utility, structural, stormwater, railroad and landscaping work.
- Designed and implemented an Energy Information System (EIS) to track and manage the City's energy consumption in partnership with the Commonwealth's Rebuild Massachusetts Program.
- Installed high-efficiency heating, ventilation and air conditioning (HVAC) at City Hall, the Senior Center and the Coffon Building.
- Implemented an anti-idling campaign, with the assistance of a grant from the Department of Environmental Protection (DEP), geared toward the City's fleet. Using DEP-produced material, the City installed signage, static and dashboard stickers in City-owned vehicles, distributed educational material and aired a 30-second anti-idling public service announcement on local cable television.



In partnership with MIT and with support from an EPA grant, DPW completed the installation of advanced clean-diesel technologies in 32 City-owned vehicles. [Photo Credit: George Stylianopoulos]

- Completed the installation of Diesel Oxidation Converters in 32 City-owned vehicles through an EPA grant for diesel retrofits, the result of a partnership created between the MIT Environmental Programs Office and Department of Facilities and the City's Public Works and Community Development departments, in order to take on the challenge of reducing diesel engine pollution through the application of advanced clean-diesel technologies. This installation of advanced retrofit equipment is designed specifically to mitigate the negative health impacts on the City's most vulnerable populations: the elderly, children, chronically ill and communities that are exposed to a disproportionate share of the environmental burden.
- Installed "Big Belly" solar powered compactor units at the kiosk in Harvard Square, Winthrop Park and Sennot Park with the goal of accommodating large amounts of waste at typically overburdened public litter baskets.



"Big Belly" solar powered compactor units, such as this one in Winthrop Park, accommodate large amounts of waste and reduce the frequency with which the receptacle must be emptied. [Photo Credit: William Dwyer]

- Recruited over 20 Cambridge businesses to start separating food waste from the trash for curbside compost collection, with funding from a Massachusetts Department of Environmental Protection (DEP) grant. Participants include Harvard, Whole Foods, Sheraton

Commander Hotel, Genzyme, Harvest Coop, Oleana, Rendezvous, Charlie's Kitchen, Hong Kong, Redline and Formaggio, collectively composting over 200 tons of food waste and saving nearly 420,000 pounds of greenhouse gas emissions.

- Organized the second Recyclemania contest in the Cambridge Public Schools, which resulted in a 33% increase in paper recycling system-wide. Launched a citywide recycling campaign: "If it Rips, Recycle it!"
- Provided construction management for major renovations at Gore Street Park and Alden Playground. Managed demolition, remediation and construction of a new park at 238 Broadway.
- Implemented a new permit management system to track excavation and obstruction permits issued by the Department. The new system recorded over 2,000 permit applications and is used by all Public Works staff members involved in construction projects to track permit review, approval and inspection tasks, as well as all revenue related to the issuance of these permits.



Tree City USA Award Ceremony: 2007 marked the fifteenth year that the City of Cambridge was recognized as a Tree City USA. Cambridge was also among 22 communities presented with the first ever Massachusetts Sustainable Community Forestry Award for achieving a particularly high standard of community forest management.

[From left: DCR Acting Commissioner Priscilla Geigis, Cambridge DPW Parks and Forestry arborists Kelly Writer and Dick Woods, and DCR Chief Forester Jim DeMaio at the May 24 Tree City USA Ceremony]

- Received "Tree City USA" award for the 15th consecutive year. Cambridge was also among 22 communities recognized by the Massachusetts Department of Conservation and Recreation (DCR) with the first ever Massachusetts Sustainable Community Forestry Award for achieving a particularly high standard of community forest management.
- Utilized completed tree inventory data to locate Sycamore, London Plane and Elm trees in order to evaluate and treat Anthracnose and Dutch Elm disease citywide.
- Worked with the School Department to create a green area at the King Amigos School following demolition of the courtyard.

- Completed sod replacement at Hoyt Little League Field and Sennott Park.
- Provided professional, technical and safety-training opportunities. Trained 17 employees in Workers Compensation procedures; conducted safety meetings in operating divisions and monthly forums for supervisors; provided hands-on Bombardier/Holder training for 14 employees, CDL training for 12 employees, and A.S.E. certification preparation training for 4 City mechanics. A 10-hour OSHA safety certification program was successfully completed by 33 construction managers and supervisors in the department.
- Dedicated the William H. Frazier Administration Building at 147 Hampshire Street in honor of Bill Frazier, who retired as the Superintendent of Sanitation in 2006 after 59 years of service.



Retired Superintendent of Sanitation Bill Frazier with City Manager Robert W. Healy at the dedication of the administration building in Frazier's honor. [Photo Credit: Wendy Robinson]

DPW DIVISION OVERVIEWS AND HIGHLIGHTS

Administration

Administration, which includes the Business Services Division, Human Resources, Information Systems Management, Community Relations and the Customer Service Operations Center, is responsible for ensuring that DPW functions as a cohesive unit and responds to the needs of Cambridge residents. The Operations Center responds to calls from residents and businesses for a wide variety of services provided by DPW. The Operations Center is run through telephone, pager and radio communications as well as e-mail messaging.

- Received and responded to over 1,119 service requests from the public via the DPW Web page.
- Continued to provide training and technical assistance in the deployment of a new asset management/customer relations software package called Remedy.
- Continued to provide support for 82 office computers and 15 network printers.

Public Works

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Engineering

The Engineering Division maintains the City's records for public right-of-way and utilities (including sewer, combined sewer, and stormwater drainage systems). The Division oversees the design and construction of stormwater and sewer systems, surface enhancements and certain park renovation projects, and works with the Sewer Division to ensure compliance with regulatory requirements.

The Engineering Division also facilitates building permit reviews, particularly when there may be an impact on the public right-of-way or infrastructure. Engineering continues to prioritize the integration of stormwater management elements in all public and large private development projects. The combined public and private efforts to better manage stormwater has reduced and will continue to reduce incidents of flooding, sewer back-ups into homes, and combined sewer overflows (CSOs) into the Charles River and Alewife Brook.

- Completed 85% of construction on the South Mass. Ave./ Lafayette Square Project, which includes new sidewalks and roadway on Mass. Ave. between Main St. and Memorial Drive, as well as a new plaza and re-configured intersection at Mass. Ave. and Main St.
- Completed 75% of construction on the Harvard Square Improvement Project, which includes both surface enhancements and drainage improvements on portions of JFK and Mt Auburn streets, as well as Church, Palmer and Winthrop streets, and drainage work in the MBTA tunnel under Brattle and Eliot Streets.
- Completed various roadway, sidewalk and traffic calming enhancements on the following streets: Landsdowne, Sidney, Green, Pacific, Blanchard Rd. (Concord to Belmont line), Huron Ave. (Cushing to Grove) and Windsor.
- Managed soil remediation and construction of a new park at 238 Broadway.
- Began construction of the stormwater management system adjacent to the proposed Cambridge Library expansion project. The stormwater management system will eventually facilitate the connection of a separated Aggasiz area to the Mid Cambridge area without any loss in storm system service in the Mid Cambridge



Each year, the City plants an average of 300 trees.

[Photo credit: Jeff Roberts]

area. The project includes the provision of a 300,000 gallon stormwater holding tank adjacent to the underground garage associated with the library expansion.

- Completed the construction of Phase II of the Fresh Pond Reservation stormwater management project which includes the management of water levels in Little Fresh Pond to better manage flooding throughout the reservation.
- Completed design and started construction on the stormwater outfall at Amherst Alley off Vassar Street. The provision of new outfalls and cross-connected stormwater systems provides the stormwater capacity for necessary sewer separation upstream and for improvements in drainage and sewer service for the Cambridgeport area.
- Completed design and began construction of new sewer and drainage systems on Albany Street in Cambridgeport. This project is the first phase in a restoration project being done in cooperation with MIT. The City and MIT will be reconstructing and enhancing the street over the next two years.
- Completed 50% of the design of Common manhole contract 4A which will remove common manholes on the south side of Massachusetts Avenue between Sellers Street and Brookline Street. It is anticipated that this project will go to construction in the winter of 2007.
- Completed the design of common manhole contract 6 in the Cambridge Highlands. This project includes the removal of common manholes from neighborhood streets in this area and will involve the restoration of all of the impacted streets once the construction work is complete.
- Continued to collaborate with the Massachusetts Water Resources Authority in advancing the construction of a new



Construction on Winthrop Street, part of the Harvard Square Improvement Project. *[Photo Credit: William Dwyer]*

stormwater wetland and associated outfall along the Alewife Brook. This rehabilitated urban wild will improve water quality through a bio-remediation process, and will reduce combined sewer overflows to the Alewife Brook by providing additional capacity during large rainfall events. In addition to its stormwater management benefits, this constructed wetland will contain walking trails and educational features, and will provide an opportunity to replace invasive species with native plants.

DPW OPERATIONS

Street and Sewer Maintenance

The overall responsibility of this Division is to maintain the City's streets, sidewalks curbs and drainage structures as well as the maintenance and repair of the City's wastewater collection system, including 125 miles of streets, over 200 miles of sidewalks, over 5,000 curbs and ramps, 223 miles of sewer lines, over 4,000 catch basins and 25 sewer and stormwater pump stations.

Effective street and sidewalk maintenance is achieved by focusing on creative aspects of pavement management along with permitting, inspection and restoration of street openings. The Division installs new curb cuts, repairs streets and sidewalks, addresses sidewalk vertical displacement, is responsible for the maintenance of sidewalk ramps, tree wells, and manhole and catch basin castings. In addition to responding to the Pothole Information Line, Division employees are involved in initial spill containment response. The Division has broadened its focus to include a wide spectrum of pedestrian needs, including pedestrian access through work sites, enforcement of the Newsrack Ordinance and implementation of ADA requirements.

The sewer maintenance program includes responding to plugged sewer lines, cleaning catch basins on a regular basis, repairing broken sewer lines, controlling sewer odors, and inspecting and approving private connections to public sewers. An important part of the Street and Sewer Maintenance division's duties with respect to effective sewer system maintenance is meeting with neighborhood groups and individual homeowners to advise them on methods for avoiding damaging backups and to help inform the public about the respective responsibilities of the City and the homeowner regarding sewer connections.

- Issued over 1,300 street opening and 1,000 sidewalk obstruction permits and completed over 1,000 street inspections.
- Completed 400 street repairs, 225 sidewalk repairs and resurfaced 5 streets. Repaired over 430 potholes.
- Continued to develop and improve the Sidewalk Defect Inspection and Repair Program, which involves a prompt evaluation and categorization of sidewalk defects upon identification and a prioritized response based on the significance of the defect. The Sidewalk Defect Inspection and Repair Program is intended to prevent trip and fall accidents due to the deterioration of aging sidewalks, expansion of roots and ground settlement.
- Conducted snow-clearing operations, with an increased emphasis on sidewalks, plazas and bus stops.



The Sewer Division coordinated the City's program to control mosquito breeding at public owned catch basins, ensuring that each of the City's 4,000 catch basins were treated twice during the summer of 2006 to prevent the development of adult mosquitoes and reduce the risk of West Nile Virus. [Photo Credit: Wendy Robinson]

- Cleaned 1,800 catch basins as part of the DPW's continuing effort to institute the best management practices for stormwater management.
- Coordinated the City's program to control mosquito breeding at public-owned catch basins. Each of the City's 4,000 catch basins were treated twice during the summer of 2006 to prevent the development of adult mosquitoes and reduce the risk of West Nile Virus.
- Reviewed 125 Building Permit Applications for compliance with sewer and stormwater discharge requirements.
- Replaced approximately 1,600 linear feet of sewer and storm drain mains and installed or replaced 50 catch basins and 28 manholes through the Remedial Reconstruction Contract.
- Cleaned approximately 50,000 linear feet of sewer and storm drain mains and televised approximately 45,000 linear feet of mains through the TV Inspection and Cleaning contract.
- Worked with the Department of Environmental Protection (DEP) and the Environmental Protection Agency (EPA) to ensure full compliance with the Clean Water Act and State Water Quality Standards. Performed routine water quality sampling at storm drains which discharge to the Charles River and Alewife Brook and conducted further investigations when problems were found.
- Installed flow meter to verify measurements of flows discharged to the MWRA collection system.

Street Cleaning

The Street Cleaning Division is responsible for maintaining clean public ways through a contractual street sweeping operation from April through December, augmented by the Division's own workforce. Every effort is made to clean City streets that are scheduled to be cleaned on an observed holiday. Most often they are cleaned at the end of the month. The Cambridge street sweeping schedule can be found on the Cambridge Public Works home page at <http://www.cambridgema.gov/TheWorks>.

- Cleaned approximately 12,000 miles of streets and collected over 6,000 tons of refuse and debris.
- Cleaned Cambridge squares daily, including weekends.
- Swept the streets of all commercial areas of the city either once or twice per month, depending on the number of off days at the end of the month.
- Performed beautification tasks, such as cleaning tree wells in City squares, steam-cleaning litter baskets throughout the city, removing fliers and graffiti, on a regular basis.
- Continued a graffiti removal program with a graffiti steam cleaning and power washing machine that was instrumental in the completion of over 100 graffiti removal jobs.
- Emptied litter baskets throughout the city, 7 days a week. Emptied Central Square and Harvard Square litter baskets twice a day, 7 days a week.

Solid Waste

The Solid Waste Division collects and disposes of solid waste from residences, commercial establishments, municipal buildings and school buildings, dispatching an average of eight rubbish packers per day staffed by a driver and two laborers.

- Collected and disposed of 20,628 tons of household rubbish.
- Continued to improve procedures for collecting "white goods" (appliances, such as refrigerators, stoves, washers, dryers, air conditioners, etc.) that cannot be taken to landfills. On average, two tons of appliances were picked up weekly.
- Conducted three household hazardous waste collection days. The DPW Yard also contains a 300-gallon oil drum, allowing residents to bring in small containers of oil for disposal.
- Enforced the City's Litter Ordinance and issued over 1,150 sanitation-related violation notices.
- Collected CRTs (TV and Video Monitors) on a daily basis.

Recycling

The Recycling Division plans, implements and maintains cost-effective recycling, toxins reduction and waste prevention programs that are characterized by good communication, good customer service,



The Recycling, Solid Waste, and Street Maintenance divisions have worked to improve public area recycling, installing new receptacles such as these at Vellucci Plaza, Inman Square. [Photo Credit: Kelly Dunn]

and high participation and recovery rates. The Division maintains and monitors the curbside recycling program, a Drop-Off Center and recycling in City buildings, schools, public areas and at festivals. In addition, the Division helps businesses and institutions plan and implement effective recycling and waste reduction programs. Guided by the Recycling Advisory Committee, the Division works to implement City policies, improve current programs and expand efforts to meet or exceed the waste reduction and recycling goals outlined in the City's Climate Protection Plan and the MA Solid Waste Master Plan.

- Completed public area recycling improvements in Harvard Square. Installed new bins in Inman Square and in front of Cambridge Rindge and Latin High School. We are investigating the possibility of installing public area recycling bins in Kendall Square and public parks.



Grant funding from the state's Mass ReLeaf Program enabled the City to plant around 50 new trees along Prospect Street. [Photo Credit: Jeff Roberts]

- Coordinated the second annual Recyclemania contest in the Cambridge Public Schools to increase recycling of paper and cardboard. Peabody School came in first, Cambridgeport placed second. Overall, 92 tons of paper were recycled, a 33% increase over last year.
- Continued with a successful public education campaign, "Put a Lid on Trash," that was multi-media and multi-lingual.
- Distributed about 4,000 recycling bins and over 450 recycling totes to homes and apartment buildings. Provided over 100 grant-funded 64-gallon recycling totes to homeowners and condominiums to increase recycling of paper and cardboard.

Parks and Urban Forestry

This Division is responsible for the maintenance and care of nearly 100 municipal properties, including parks, playgrounds, squares, plazas, medians and public building grounds. In addition, it is responsible for implementing a program of arboriculture for approximately 12,000 public street trees and nearly 3,000 trees in parks and cemeteries.

The Division is managed by a Superintendent of Parks and Forestry with responsibility for a \$3.9 million operating budget. The Superintendent is supported by a City Arborist, certified by the International Society of Arboriculture. The field staff is assigned to one of five standing crews - two urban forestry crews and three park maintenance crews, one for each of three park maintenance districts. Each field crew is led by a permanent supervisor.

- Received for the 15th time a Tree City USA designation; 173 new street trees were planted this fiscal year.
- Provided oversight of landscape maintenance at all public schools, ensuring that the level of care equals that of other parks managed by the Division.

Cambridge Cemetery

Cambridge Cemetery combines gravesite preparation and burial services with a grounds maintenance and landscaping program on a 66-acre site. Other ongoing work includes repair of historical monuments and development of selected areas for conversion to new burial space.

- Continued upgrading Cemetery signage: 40 new cast aluminum signs were installed along roadways.
- Restored 100 headstones. Repaired 20 grave markers in the Veterans section of the Cemetery with help from the Streets Division.
- Planted 1,500 assorted bulbs and 3,300 flowers. Pruned 100 trees.
- Continued process of converting secondary roadways into future grave space.



With help from a state DEP grant, the Recycling Division recruited over 20 Cambridge businesses to start separating food waste from the trash for curbside compost collection, diverting over 200 tons of food waste and saving nearly 420,000 pounds of greenhouse gas emissions.

[Pictured: Jaap Overgang composting at Charlie's Kitchen; Save That Stuff truck brings food waste to Rocky Hill Farm for composting. Photo Credit: Randi Mail]

Public Building Construction

The Public Construction Division is responsible for administering capital construction and renovation projects, assisting with designer selection, specification development, bidding and contract administration.

- Completed the HVAC improvements at City Hall boilers, Senior Center controls and fresh air infusion and a/c systems installation at the Coffon Building.
- Completed installation of the Security Swipe Card system at the DPW as a testing ground for other public buildings.
- Completed installation of the accessible lift at the Police Station.
- Continued work to install Direct Digital Controls (DDC) with remote access in the public buildings. This will enhance energy efficiency, enable more control of building HVAC systems and allow for more accurate tracking. It will also help create a better understanding of Life Cycle Costing.
- Continued to develop and implement a Green Office Program to provide building occupants additional information and strategies for energy efficiency.
- Completed asbestos remediation of the Coffon Building basement storage area and the asbestos abatement of the Electrician's garage basement.

Building Maintenance

The Building Maintenance Division is responsible for maintaining and repairing City buildings and designing signs for public announcements, street postings and commemorative plaques or monuments.

- Continued to install new and replacement dedication signs throughout the city and created over 50 dedication signs through in-house sign making software and hardware.
- Continued to research water saving plumbing fixtures.
- Completed the elevator cab refurbishment at City Hall.
- Continued to build the stages and provide all the necessary equipment for special events throughout the city.

Building Operations

The Building Operations Division provides custodial services to 12 City-owned buildings and moves equipment and supplies between buildings.

- Completed the annual refinishing of the four youth center gymnasium floors.
- Continued to research, purchase and use environmentally preferred cleaning products, including the HEPA filtered vacuum cleaners used to clean public buildings.
- Assisted with set-up and clean up of approximately 100 City events.
- Delivered 100 computers from the IT Department to various City offices.



Each year during National Public Works Week, the DPW hosts a Vehicle Road Show, where pre-school children have a chance to see working vehicles up close. [Photo Credit: Katherine Watkins]



Each year the DPW recognizes four of its employees with the Commissioner's Award for Outstanding Achievement. This year's recipients represented the Cambridge Cemetery, Community Relations, and the Parks and Forestry Division.

From left: Rebecca Fuentes, James Ryan, Jack Broughall, Said Ally and DPW Commissioner Lisa Peterson. Photo Credit: Katherine Watkins

Vehicle Maintenance

The Vehicle Maintenance Division is responsible for the scheduled maintenance, repair and emergency services for approximately 300 City-owned vehicles and equipment, and develops written specifications for the purchase of new motorized equipment for Public Works and other City departments.

- Generated over 1,583 work orders into the fleet maintenance computerized program; 255 City vehicles have repair and maintenance costs.
- Generated over 215 preventative maintenance work orders into the fleet maintenance computerized program.
- Conducted biannual inspections of 550 taxis.
- Conducted in-house Commercial Driver's License driver training in preparation for truck and road testing.

Off-Hours

The Off-Hours Division provides 24-hour, seven day per week rapid response to any situation or emergency, empties City and park litter receptacles (during peak usage periods) and delivers recycling bins and toters.

Purchasing

Cynthia Griffin, Purchasing Agent • City Hall • 617.349.4310

The Purchasing Office is responsible for the implementation and administration of the City's centralized procurement processes, ensuring that all purchases of goods and services are made in accordance with State law and City ordinance and are open, fair, competitive and obtained at the lowest possible cost. Bids are posted on the City's Web site so that vendors can download them and submit a bid for any given commodity or service.

The Purchasing Office promotes the use of Commonwealth of Massachusetts contracts when appropriate and encourages the participation and outreach to minority, local and women-owned businesses through the City's Minority Business Enterprise (MBE) Program and other venues. The City collaborates along with the cities of Brookline, Newton, Arlington, Belmont, Lexington, Weston, Waltham, Watertown and Winchester in a Cooperative Fuel Bid and with the Metropolitan Area Planning Council for office supplies, recycled paper, vehicles and lamps and ballasts. The Purchasing Office also encourages the purchase of environmentally preferred products. The Purchasing Office oversees the Print Shop and Mail Room and disposes of surplus City property.

Some of the Purchasing Offices other responsibilities include:

- Administering and participating in the Designer Selection Process, an open process through which architects, engineers and designers are ranked and selected based upon their written proposals and interviews.
- Serving as the repository for certified payrolls for construction projects. These are public documents required by law to be submitted by general contractors as evidence that they, and their subcontractors, are paying their employees the prevailing wage and that their employees have the required certificate indicating 10 hours of OSHA approved safety training.
- Serving as the repository for the Cambridge Responsible Employer Plan certificates, which apply to building and public works projects over \$100,000. General contractors and sub-contractors must submit these certificates on a weekly basis, certifying, among other things, that they pay employees all required wages and participate in apprenticeship programs.
- Ensuring the Living Wage Ordinance is included and adhered to in formal bids and Requests for Proposals for services valued over \$10,000.

Highlights and Accomplishments

- Successfully pre-qualified dozens of General Contractors and hundreds of File Sub-Contractors for the Main Library Expansion Project, the Robert W. Healy Public Safety Facility and the West Cambridge Youth/Community Center and VFW.
- Successfully upgraded the Purchasing Web site to allow bid documents to be downloaded by vendors.
- Continued a proactive campaign advocating the purchase of environmentally preferred products and tracking the use of those products.
- Continued to encourage all departments making purchases under the sound business practice threshold of \$5,000 to do business with local and minority/women owned businesses.
- In an effort to leverage increased volume for better value, strategically expanded participation of City departments, the School

Department and other local municipalities on bids for goods, services and capital projects.

- Collaborated with other members of the Metropolitan Mayors' Coalition to execute cooperative bids for recycled paper, lamps and ballasts, road salt, fuel, office products and vehicles.

General Services/Print Shop

General Services acts as a centralized point for mailing, printing and telephone expenses for all City departments. The Purchasing Department manages the printing and mailing budgets and the Electrical Department manages the telephone budget.

The Mailing Division is responsible for processing postal mail for all City departments and for distributing interdepartmental mail.

The Print Division is responsible for providing basic printing needs such as binding, collating, duplication and basic graphic services for all City departments. It is also responsible for printing several major City documents, including the Annual Budget, as well as producing and printing numerous pamphlets, forms and booklets.

The Telephone budget includes funds for the central telephone operator at City Hall and for telephone operating costs for all City departments.

General Services Highlights and Accomplishments

- Completed printing, finishing and binding of Department of Public Works Snow Manual, Color Hazmat Maps for the Water Department, the FY07 Annual Budget book and the FY07 Assessors Commitment Book. Continued to print the Personnel training manuals, monthly training schedule, and the Department of Human Services' Child Care Programs manual.
- Printing jobs this past fiscal year included a variety of fliers, colored literature, public meeting postcards and presentations for City departments, including the Library's Summer Reading Program and abutter notices for Community Development projects. Also produced and printed bicycle parking tickets for Public Works Department.
- Expanded printing of business cards and invitations for events and tickets for City- sponsored activities.
- Created convenience products out of recycled office paper including memo pads, while you were out pads, mailing labels and index cards at no charge to both City departments and the School department.



Purchasing Office Staff

Schools

Dr. Thomas Fowler-Finn, Superintendent • 159 Thorndike St., Cambridge • 617.349.6400

CPS Continues To Gain Accolades and Awards

The Cambridge Public Schools (CPS) continue to show steady progress, building on foundations laid over the past few years and focusing resources on high priority goals.

CPS work on the goals adopted by the School Committee, particularly on elevating achievement for all students and closing the achievement gap, is progressing as evidenced by numerous measures. These include broad scale improvements in the measures of “Passing” and “Proficient/Advanced” across schools and the school system on Massachusetts Comprehensive Assessment System (MCAS) results; significant increase in achievement by subgroups of students enabling our schools to meet the requirements of federally mandated “Adequate Yearly Progress;” tremendous improvement in the graduation rate; documentation of 92% of our students going on to post-secondary education; and various awards/ honors.

For the first time since the inception of MCAS and No Child Left Behind Act of 2001 (NCLB), the Cambridge Public School student populations (Grades 3-12) of Asian, Hispanic, African American and White students outscored each of their state counterparts. This noteworthy outcome is another sign that the efforts of teachers, principals, district staff and parents are yielding results. Cambridge’s improvements drew public praise this fall from the Massachusetts Commissioner of Education, the state Educational Management Audit Council (EMAC) and the Schott Foundation.



Amigos Kindergarten Teacher Jim St. Clair plays guitar for his students. Music is one of the key learning areas targeted for expansion in the elementary schools over the next few years.

[Photo Credit: Romana Vysatova]

Approximately 98% of high school students passed MCAS and 95% graduated. Recognition for this accomplishment was awarded to CRLS by the prestigious Schott Foundation, which selected CRLS for commendation in the Schott Awards for Excellence of African-American Male Students. The Foundation went on to say that it was “very pleased to be able to commend the school’s outstanding record with male non-Hispanic Black students and the steady improvement it has demonstrated in this regard.” CRLS was the only high school in Massachusetts to be so honored.

CRLS seniors set high goals for themselves as one out of every four graduates gained admission to one of the top 100 colleges and universities in the US (10% of the class to Ivy League schools). The new SAT courses created a demand greater than the seats available and the Advanced Placement exam scores jumped up. Students distinguished themselves in other ways too, as a group from CRLS went to the Arctic Circle on an Earthwatch Expedition sponsored by the school system; the girls’ JV Crew team won the state title; Rindge School of Technical Arts (RSTA) students worked with MIT to build cars that run on environmentally friendly vegetable oil, illustrating one of over 100 partnerships with Harvard and MIT; and performances at drama events were the “talk of the town.” The budget includes additional resources and program initiatives in music at CRLS and the middle school levels for the coming year, in order to create system-wide performance opportunities from gatherings of students from all of our schools.

The highly respected and valued two year “Elmore Project” became known as the Cambridge Leadership Network (CLN). This work in classrooms across the school system, with our principals, system-wide leadership team and Dr. Richard Elmore of Harvard University, is enormously important in advancing our instructional program.

Significant FY08 Initiatives and Improvements:

- Reading/Writing/Language Arts
- Mathematics
- Tobin Montessori School
- After School Programming
- Science
- Visual and Performing Arts

CPS is taking many programs to the next level—steps forward in high standards and quality—huge steps forward built on the momentum of progress over the last few years.

The redesign of the middle school music program, the redesign at CRLS of the culture, music, and civics education and the new Tobin Montessori program are visible, exciting and provocative. Less visible but equally exciting and provocative are the Cambridge Leadership Network, the new core instructional materials K-8, and the newly designed middle school curriculum in conjunction with Lesley University. We are building on progress in an aggressive effort to increase the competence and success of the students in the Cambridge Public Schools.

Traffic, Parking & Transportation

Susan Clippinger, Director • 344 Broadway, Cambridge • 617.349.4700

The Traffic, Parking and Transportation Department oversees public parking and traffic operations in the city and actively promotes walking, bicycling and transit. Public parking includes promulgating, signing and enforcing parking regulations; installation and maintenance of parking meters; operation of the City's two parking garages; collection and adjudication of parking tickets; and operation of the resident permit program. Traffic operations include pavement markings, including crosswalks and bicycle lanes; operation of traffic signals; traffic study reviews; and permitting street obstructions and street closings. It also works closely with other City departments in planning, reviewing and developing proposals to improve the City's infrastructure and encourages walking, bicycling and using transit.

Highlights and Accomplishments

Parking

- **Street Permits** - The online street occupancy permit system has been enhanced. It has improved service to the public and reduced staff time needed to handle peak summer activity.
- **Parking Garages** - A thorough analysis of maintenance work needed at the City's garages was completed. Multi-year maintenance and repair plans were prepared. The first phase of renovations has been designed and advertised for bids from contractors. New fire alarm control panels and fire detection devices were installed at the Green Street Garage and the adjoining Central Square Library.
- **Parking Meters** - Sidewalk improvements on Church Street included removing the individual parking meters and installing 3 "Luke" machines (multi-space pay stations).
- **ZipCar** - All ZipCars based in Cambridge have 2007 resident parking permits allowing users the same parking privileges as if they had their own car.

Customer Service

- Our Resident Parking Permit renewal process was another success. The annual photo contest generated 188 submissions, the most ever. The winning picture, which is featured on the 2007 parking sticker, is of the Middlesex Registry of Deeds submitted by Nimesh Patel of Cambridge. Renewal letters were sent to residents by name and via first class mail to eliminate delivery problems experienced last year. E-Line was used to remind residents to renew.

Signals

- Traffic Signal Improvements were made at the following locations: Mass. Ave. and Prospect/Western, pedestrian signals were upgraded with LED countdown timers and audibility for the visually impaired; Broadway and Quincy, Mass. Ave. at Rindge, Mt. Auburn at Aberdeen and Huron at Aberdeen, pedestrian signal cycles were upgraded; Putnam and Sidney, signals replaced with raised intersection; Cambridge and Third, signal lengthened to give pedestrians more time to cross; Fire Headquarters, installed signal with flashing yellow beacons and

warning signs for fire trucks leaving the station; Porter Square, signal timing was adjusted as part of the Porter Square construction project and Walden Street bridge closing. Ten signals along Mass. Ave. from Chauncy to Cedar were modified to provide coordination along the Mass. Ave. corridor. Timing at Raymond and Walden was adjusted. At Sacramento and Oxford, in conjunction with the Alden Tot Lot renovation, the signal box and one signal pole were moved to improve the sight line.

Energy Efficiency

- Completed installation of LED lights in all traffic signals, resulting in a reduction in electricity usage for signals by 50% since the start of the program in 2003. The relamping of the City's two parking garages has reduced electricity used in these facilities by 28%.
- Participated in the City Manager's Green fleet Policy Committee and reviewed vehicle purchases and operations to look for changes that will support the goal of reducing emissions. Vehicle purchases are focused on smaller, more energy efficient vehicles that will meet our operational needs.

Planning/Construction

- Worked with other City departments on construction issues related to Porter Square, Harvard Square, Mass. Ave., Cambridgeport Roadways, on several traffic calming projects including Brookline Street and on design efforts related to the new Police headquarters.
- Continued working with the Community Development Department, the Planning Board and others on various projects including: ongoing development activity at North Point; the design plans for the reconstruction of O'Brien Highway from Third Street to Land Boulevard; conversion of Blessed Sacrament to housing, 70 Fawcett and 22 Water Street. Continued to work on implementation of mitigation projects required of large development projects.



2007 Resident Sticker - Registry of Deeds
(photo by Nimesh Patel)

Veterans' Services

Robert Stevens, Director • 51 Inman St., Cambridge • 617.349.4761

The Department of Veterans' Services (DVS) serves as an advocate for all Cambridge veterans and their dependents. DVS advises clients as to the availability of benefits, services and provides financial assistance (M.G.L. C. 115) to those veterans/dependents who are in need. In fiscal year 2007, \$301,500 in assistance was disbursed. The cost of this benefit program is reimbursed to the City by the Commonwealth, at the rate of \$.75 for every dollar expended.

Cambridge veterans and their dependents received approximately \$2.9 million in federal monies for VA pensions, compensations and benefits during fiscal year 2007. The department assists veterans and their families in processing applications for federal Veterans' Affairs claims for disability and death benefits, burial plots, grave markers, home loans, educational benefits, medical services and life insurance benefits. The department assists pensioners in completing their annual Veterans' Affairs financial eligibility verification forms as well as assisting homeowners in applying for local property tax abatements/exemptions. In addition, the department assists veterans who are totally disabled, parents/spouses of veterans killed in action or those who died as a result of a service-connected injury, in applying for an annual \$2,000 annuity, which is provided tax free from the Commonwealth. The department assists Veterans who have served since 9/11 in applying for a state cash bonus of \$1,000 for those who served in Iraq or Afghanistan and \$500 for all others. Veterans' Services also coordinates public events on Patriots', Veterans' and Memorial days, including the Memorial Day parade and the decoration of Veterans' Graves with an American Flag.

Highlights and Accomplishments

- Implemented a new automated computer software system to enhance office operations, state reporting and establish a client-based information system, in addition to streamlining the client payment process.
- Continued to enhance the department's Web site, ensuring that quality up-to-date information is available to veterans and their families.
- Implemented revised changes in policies and procedures, pursuant to CMR 108 (Massachusetts Veterans Benefits Laws and Regulations), effective July 2006.



Cambridge Police Honor Guard at the Memorial Day Parade on May 28, 2007. From left to right: Officer Maxwell, Officer Lewis, Detective Mahoney, Detective Lyons, Officer Bikofsky, Detective Glynn and Sergeant Carter-Wells.



Bagpiper Edward O'Callaghan plays "Amazing Grace" at Veterans Day Observance.

- Worked closely with the Assessing Department to reach veterans who may be eligible for "new" FY07 property tax exemptions/abatements.
- In conjunction with the School Department, implemented a new state program that allows certain Massachusetts war veterans who withdrew from high school permanently to serve as a member of the armed forces in World War II, the Korean Conflict or Vietnam, and who did not receive high school diplomas, to be awarded a diploma.
- As a member of the State's Legislative Commission on Veterans' Employment Opportunities, issued a report recommending the enforcement of veterans' preference laws: designating Global War on Terrorism veterans as a "protected class" in state and local hiring; giving tax relief to employers who hire veterans; and establishing a "Veterans' Medical Leave Act," that grants additional time away from work for those veterans suffering from Post Traumatic Stress Disorder (PTSD) as a result of combat duty.
- Implemented a new federal Department of Veterans' Affairs program that allows for the placing of a Veterans' Grave Marker on private graves.
- Assisted 23 veterans/dependants in accessing federal VA benefits, exclusive of Ch. 115 clients. To date, 14 cases have been awarded favorably and 9 cases are pending.

Water

Sam Corda, Managing Director • 250 Fresh Pond Pkwy., Cambridge • 617.349.4770

The Cambridge Water Department (CWD) is a municipally owned and operated water utility serving approximately 102,000 permanent residents. The Department is under the general direction of the City Manager, while a five-member Water Board, made up of Cambridge residents appointed by the City Manager, serves as an advisory group to the Department. CWD is regulated by Federal and State drinking water codes and is comprised of five major divisions: Administration/Business, Engineering and Program Development, Water Quality and Treatment Operations, Transmission and Distribution and Watershed Protection. The Departments' responsibilities include:

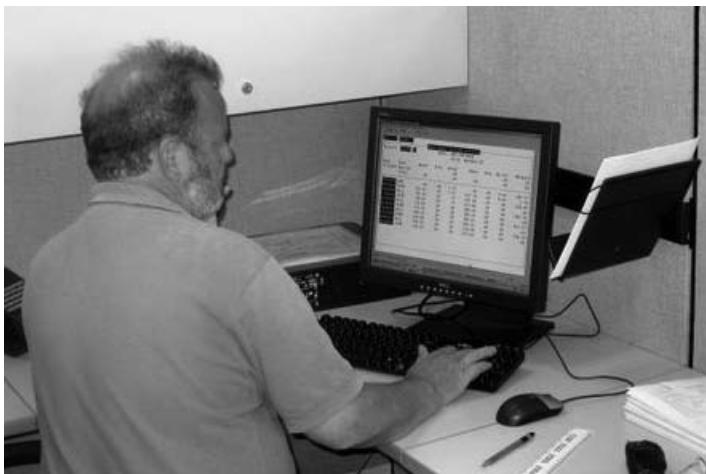
- Protecting tributaries and reservoirs in a 25-square mile watershed within and outside of the Cambridge City limits to ensure the highest raw water quality;
- Operating, maintaining and improving a 24-million gallon per day water treatment facility to purify the water to a level that not only meets, but exceeds, Federal and State drinking water standards;
- Protecting, maintaining and improving the Fresh Pond Reservation as the City's terminal water supply reservoir and its largest open space;
- Operating, maintaining and improving the 190 miles of piping network, including the pipeline that brings the raw water from upcountry to Fresh Pond as well as the subsurface water distribution system throughout the city;
- Providing engineering, design, permitting, construction services and contract administration for water and other City projects;
- Protecting purified water from potential hazardous contamination through improper connections to the piping network;
- Removal of lead water services wherever possible and continue the purchase of "low lead" water works products for materials in contact with our water;
- Responding to and repairing leaks throughout the water piping network 24 hours per day, 7 days per week and 365 days per year;
- Supporting emergency and snow removal needs of the City of Cambridge;

- Assessing the feasibility of initiating and where possible, implementing energy reduction/generation projects throughout the Water Department's facilities.

The City continues to offer the Senior Citizen Discount Program of 10 or 25 percent on water/sewer bills, depending on certain qualifications.

Highlights and Accomplishments

- Produced over 5.4 billion gallons of high quality potable water to serve the City's needs.
- Initiated the energy savings program at the Water Department by replacing sodium vapor lights with High Intensity Florescent (HIF) lighting, which use about 50% less electricity.
- Initiated the implementation of the "High Read" notification system, which uses daily reads from the Automatic Meter Reading (AMR) System to detect and highlight abnormally high water usage (potential leaks) and allows the Department to contact property owners when the problem begins, in order to minimize a high water bill and conserve water; asked all water customers to provide contact information (phone number and e-mail) to enhance customer service.
- Substantially completed the Fresh Pond Reservation Northeast Sector (NES) Water Quality Improvement/Landscape Restoration Project (30 acres).
- Maintained laboratory certification through periodic performance evaluations and DEP inspections.
- Completed the Emergency Action Plan (EAP) and biannual inspection for both the Hobbs Brook and Stony Brook reservoir dams.
- Processed 478 permits relating to the City's water system.
- Provided over 90 school programs, tours, open houses and Friends of Fresh Pond Reservation events to educate the public about the Cambridge Water System and the Walter J. Sullivan Water Purification Facility.
- Submitted and received a grant from the Massachusetts Technology Collaborative to study the feasibility of generating electricity at both the Hobbs Brook and Stony Brook Dams.
- Continued to implement effective workforce training and hiring to maintain regulatory compliance, instill uniformity of work practices and promote and sustain a diverse workplace.
- Produced and distributed the 2006 Consumer Confidence Report via direct mail and through the Department Web page.
- Participated in the Cambridge Science Festival and provided tours and brochures of the projects at Fresh Pond Reservation.
- Maintained a Class 1 Fire Rating for the City of Cambridge in cooperation with the Fire Department.
- Hosted 750 Cambridge school children at the 7th Annual Water Week celebration, educating them on the City's water system.



Brian McCoy imparting real time water usage data to a customer as part of CWD's Automated Meter Reading "High Read" notification initiative.

DIVISION OVERVIEWS AND HIGHLIGHTS

Administration/Business

This Division is responsible for human resource management, labor relations, training, budgeting, fiscal affairs, procurement, policy development, meter reading operations, water use billing and customer service. It also performs quality control inspections for leaks, faulty meter registrations, damaged meters and illegal water connections.

- Managed \$18.5 million in revenues from the sale of water and fees from services provided to Cambridge water users.
- Provided essential fiscal services and processing of quarterly water and sewer bills for the 14,900 metered accounts in Cambridge and made payments to hundreds of vendors and contractors.

Engineering and Program Development

This Division is responsible for overseeing capital improvements; performing design; distribution system modeling; maintaining maps and records; implementing and maintaining a cross connection control program; reviewing and issuing permits; and coordinating technical activities throughout the city.

- Provided design and construction monitoring services for new water mains in Ash, Middlesex and West Streets, Wilson Avenue, Broadway Terrace, and Inman and West Place.
- Maintained responsibility for reviewing and issuing permit applications for most water works construction projects.
- Reviewed water issues related to several projects that were either in the planning stage, under design, or in construction. These included Walden Street Bridge, North Point Development, and various Harvard, MIT and several multi-residence developments.
- Completed the transition of manual distribution system maps to Geographical Information Systems (GIS) Mapping. This included editing maps with more than 40,000 linear feet of water main and finalizing the appearance to get ready to produce the first set of maps off of the GIS system for use in the field.
- Performed 6,133 backflow device inspections and surveyed 112 establishments for potential cross connections to the public water supply.
- Continued coordination with MIT and Harvard on the removal of potential drinking water cross connections in their facilities.
- Updated the long range capital improvement plan (5, 10 and 20-year) for the entire water system.
- Issued 453 permits (83 backflow device installations, 246 fire pumps and 38 hydrant use, 5 construction water use and 81 water main/service installations).

Water Quality and Treatment Operations

This Division is responsible for treatment plant and laboratory operations. State-of-the-art treatment processes and control systems have been incorporated into this facility to ensure the continued compli-



Drinking Water Operator, Brian Cornaglia, performs one of the many sampling regimes in CWD's state certified laboratory.

ance with current and future water quality regulations.

- Continued to provide laboratory analytical services to other operational divisions (e.g. watershed and distribution), and as a customer service to all Cambridge water users (e.g. Cambridge schools and home owner lead testing, and monitoring of new construction projects).
- Coordination of water system operations with Massachusetts Water Resources Authority, the Department of Environmental Protection and the Environmental Protection Agency has continued. This has included performing routine operations coordination, water quality sampling and data review.
- Continued optimization of the Water Treatment Plant processes and plant maintenance to further enhance water quality and manage operational costs.
- Continued laboratory performance evaluation activities to maintain DEP certifications.
- Continued implementation of two new US EPA regulations: Long Term 2 Enhanced Surface Water Treatment Rule (LT2) and Stage 2 Disinfections and Disinfection Byproducts Rule (Stage 2 DBR). As a result of our high water quality and low disinfection byproducts the USEPA has granted a "40/30" Certification to the Cambridge Water Department. This allows the department to continue it's existing DPB monitoring program and avoids the staff time and cost of a more extensive monitoring program that would be required without the "40/30" Certification.
- Performed over 55,000 water quality tests in the watershed, treatment facility and distribution system to ensure that the highest possible water quality is delivered to the city.
- Purchased a second Liquid Ion Chromatograph in the laboratory to monitor Bromide and Bromate (road salt contaminants) in the raw water.

Transmission and Distribution

This Division is responsible for the maintenance, installation and general upkeep of the transmission and distribution pipeline facilities. These facilities include, but are not limited to, transmission and distribution mains, services, hydrants, valves and fire protection appurtenances. The transmission and distribution system is made up of approximately 190 miles of water mains ranging in size from 4 to 63 inches in diameter. There are over 1,750 fire hydrants, 4,450 main valves, 18,300 valve boxes and 14,900 services within the water system. The transmission pipeline (Stony Brook Conduit) begins in Waltham where water is conveyed from the Stony Brook Reservoir to Fresh Pond. The water is purified at Walter J. Sullivan Water Purification Facility, then pumped to the Payson Park Reservoir located in Belmont via a 40-inch transmission pipeline. The elevation associated with the Reservoir provides the hydrostatic head to meet the pressure requirements for the City's water distribution system.



Melissa Simoncini, Water Quality Supervisor, utilizing the newly acquired Liquid Ion Chromatograph in CWD's certified laboratory.

A coordinated effort continues with the Department of Public Works (DPW) in connection with ongoing rehabilitation of the water distribution system and the DPW's sewer separation endeavors. Water infrastructure improvements are performed in conjunction with the sewer separation and storm water work as feasible and as funding allows. This cooperative effort not only reduces cost and improves efficiency, but also minimizes disruption to the public by incorporating all future work into a City construction project. Additionally, this coordination effort extends to other utilities performing work in the public way such as gas, electric, telephone and cable TV.

- Replaced 60 fire hydrants, repaired 104 leaks, installed or repaired 83 valves and performed 2,450 utility mark outs.
- Replaced and rehabilitated approximately 5,650 linear feet of water mains on Ash, Middlesex, Lambert, West, Wilson Avenue, Broadway Terrace and Inman, West and Farwell Place.
- Eliminated 2,950 linear feet of old 6" parallel water mains on Raymond, Laurel, Rockwell, Bay and Gerry Streets.
- Eliminated 135 of the 2,227 lead services targeted for replacement.
- Issued/approved 25 permits (10 construction and 15 demolition).
- Installed a 30" valve in Broadway at Portland Street.

- Installed services and/or water mains for the Cambridge Library, Huron Avenue VFW Post/Youth Center, Payson Park and for several City parks.

Watershed

This Division is responsible for the management and operations of the City's three reservoirs and contributory watersheds in Cambridge, Belmont, Lexington, Waltham, Lincoln and Weston. The reservoirs are Hobbs Brook, Stony Brook and Fresh Pond.

The Division develops, implements and monitors complex watershed protection plans that include hazardous materials response planning, community outreach, public education, environmental compliance review, site development monitoring and storm water management.

The priorities continue to be source water protection and management that include: 1) the development and implementation of the water quality monitoring program in cooperation with the U.S. Geological Survey, 2) source water protection plan, 3) the implementation of a water quality early warning system, and 4) implementation of the Fresh Pond Master Plan.

- Initiated the development of the Fresh Pond reservation volunteer monitoring and maintenance program and held over five maintenance and monitoring events.
- Performed an extensive public outreach program for the implementation of the projects at Fresh Pond Reservation. This effort included the development and maintenance of five project Web pages, the creation of five informational brochures, holding five design workshops, E-mailing biweekly project updates, holding over 30 project site tours and maintenance of three project information bulletin boards.
- Completed the Sixth year of the Source Water Quality Monitoring Program, per U.S. Geological Survey (USGS) standards, that includes all tributaries and reservoirs in the water supply network.
- Maintained the watershed (up-country) hazardous material response program. This effort included the materials response equipment facilities network, as well as, updating of the hazardous materials operating procedures and highway atlas.
- Continued the implementation of forest and landscape management/maintenance plans and contract for Fresh Pond Reservation and the "up-country" watershed lands.
- Reviewed and commented on over 50 development projects and produced quarterly site monitoring reports detailing outreach, planning and coordination efforts for projects within our upcountry watershed.
- Responded to and assisted in four emergencies in the watershed having to do with hazardous material spills and a fire.
- Completed the Archaeological Reconnaissance Survey, Cultural Resources Management Plan and the restoration of the entrance/parking area of the former Harrington property now owned by the City.
- Initiated the Purple Loosestrife Bio-control Project on the Fresh Pond Reservation.
- Completed the Black's Nook Resource Analysis and Assessment report.

Weights & Measures

James Cassidy, Jr., Sealer • 831 Massachusetts Ave., Cambridge • 617.349.6133

The Department of Weights and Measures enforces all laws, ordinances and regulations relating to the accuracy of weight and measuring devices used by local businesses. The Department seals or condemns devices tested and performs such work in accordance with state laws and regulations and municipal ordinances, subject to review through reports and periodic checks by the Commonwealth of Massachusetts Division of Standards.

The Department inspects prepackaged food and merchandise to ensure compliance with weight, measurement and count requirements, and for proper labeling. As a result of the Consumer & Merchant Protection Act, Chapter 295 of the Acts of 1998, the Sealer of Weights & Measures also performs biannual inspections of all stores with three or more scanners.

Highlights and Accomplishments

- Provided a Consumer Impact Statement to Division of Standards of Commonwealth of Massachusetts that details the savings passed on to consumers by conducting inspections in Cambridge.
- As Chairperson of the Laws and Regulations Committee of the National Conference on Weights and Measures, the Sealer assisted in developing regulations on the labeling of Biodiesel and Fuel Ethanol, which were added in to Handbook 130, Uniform Laws and Regulations.
- Continued outreach to business owners on local and state regulations and compliance.
- Collaborated with the License Commission to ensure that taxicab rates are accurately reflected on taxi meters as part of the annual inspection process.

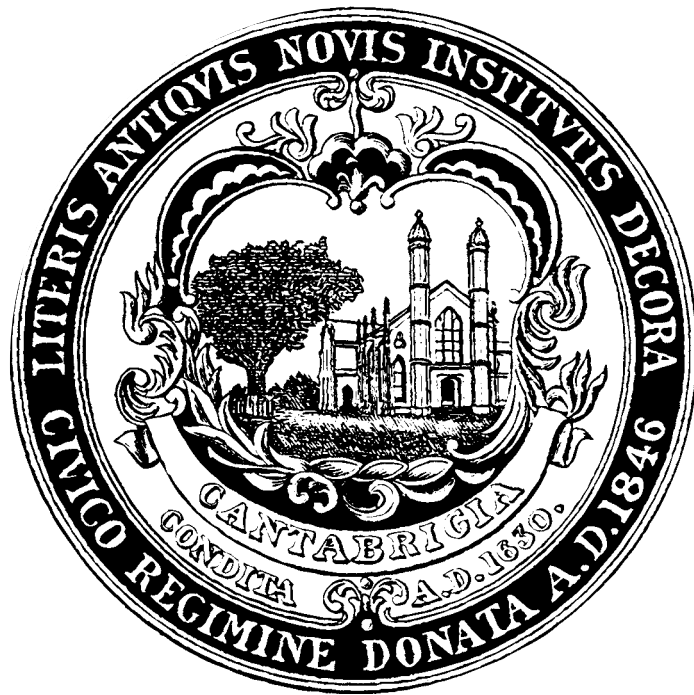
Women's Commission

Kimberly Sansoucy, Director • 51 Inman St., Cambridge • 617.349.4697

The Cambridge Commission on the Status of Women was established by ordinance in 1977 to “act as a centralizing force in the City of Cambridge and in the community to deal with all women’s issues.” The powers and duties of the Commission are: “To ensure the equal status of women in educational, economic, political, health, legal and social spheres; to design and implement programs that promote equality for women in the city; to recommend policy to all departments, divisions and agencies of the City, including the City Manager and City Council; to initiate, coordinate and monitor legislation; and to respond to incidents of discrimination against women.”

Highlights and Accomplishments

- **Administration:** Hired and transitioned in a new executive director. Directed strategic planning sessions to evaluate the Commission’s scope of work and outline future goals. Designed strategy to increase the size and diversity of the Commission.
- **Domestic Violence:** In collaboration with the newly hired Citywide Violence Prevention Coordinator, reviewed initiatives of the Domestic Violence-Free Zone (DVFZ). Convened working groups with community-based organizations, the Public Health Department, Cambridge Health Alliance, the Department of Human Service Programs (DHSP) and the School Department to set new goals and reinvigorate the DVFZ. Coordinated and chaired the Domestic Violence Task Force monthly meetings whose members include City agencies and departments.
- **Community:** Served on the Massachusetts Coalition for Women’s Wage Equality, a strategic statewide effort to advance women to pay equity and end wage discrimination. Served on hiring committees for Transition House, Inc., and the Cambridge YWCA to bring in strong executive leadership to local agencies serving Cambridge women.
- **Young Women:** Worked with Cambridge Public School’s Athletic Department and DHSP Recreation Department to put on the 10th Annual 5th Grade Girls’ Sports Day at Danehy Park, providing girls with a day of physical fitness activities designed to improve their participation in organized sports. Coordinated efforts to produce the 3rd annual Woman2Woman program, a day of health and fitness activities for high school girls at CRLS. Collaborated with the Cambridge Youth Centers on new program content for teenage girls.
- **Report on the Status of Women and Girls in Cambridge:** Promoted and disseminated status report of women and girls in Cambridge and convened working groups with key community stakeholders, leaders and public officials to publicize, review findings and evaluate data.
- **Women’s Arts:** In collaboration with the Arts Council, the Public Library, and the Historical Commission, coordinated the continued fundraising efforts for “Filament/Firmament,” a public art installation for the new Cambridge Public Library that will visually honor women’s contributions to the life of the city.
- **Elder Women:** Served on the Stonewall Connections Steering Committee to help aging women in the GBLT Cambridge community to live at home in safety and to develop a lifelong learning institute to reduce isolation and foster deeper community connections.
- **Women’s History:** In collaboration with the Historical Commission, participated in the ongoing collection of oral histories from women who worked on the home front during World War II. In honor of Women’s History Month in March, announced the Cambridge Women’s Heritage Project Web site, a database of more than 400 Cambridge women who have made unique contributions to the city. Participated in the planning committee for the annual celebration breakfast meeting for International Women’s Day held at Simmons College.
- **Media:** Produced biweekly cable television programs, Women and Work and Women’s Words Matter.



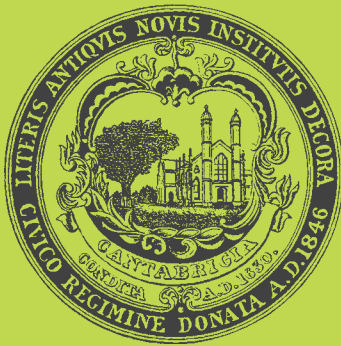
About the City's Seal

The Cambridge City Seal (shown above) is a revision of the original seal, which was adopted in 1846. The seal contains an image of the Gothic Revival style building, Gore Hall, the former library building at Harvard College, and an image of the Washington Elm, the Cambridge tree made famous by the popular legend of George Washington taking command of the American Army under the tree during the Revolution. The Latin motto, which is often included around the City Seal, reads: "Literis Antiquis Novis Institutis Decora." It can be translated as: "Distinguished for Classical Learning and New Institutions." Also written in Latin are the founding and chartering dates for the town and city, which are translated as "Built in A.D. 1630. Chartered a city in A.D. 1846."



CAMBRIDGE ENERGY ALLIANCE Climate *Action* SUSTAINABILITY

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Councillor Henrietta Davis
Councillor Anthony D. Galluccio
Councillor Craig A. Kelley
Councillor Brian Murphy
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